

Craig

Community Assessment



March 18-19, 2013



Colorado

Office of Economic
Development and
International
Trade

BUILDING BETTER COMMUNITIES BY PROVIDING ASSISTANCE TO
DOWNTOWNS, COMMERCIAL DISTRICTS AND TOWN CENTERS IN COLORADO
THROUGH EDUCATION, ADVOCACY, INFORMATION AND COLLABORATION

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Team Members

The Craig assessment team appreciates the invitation to get to know Craig and to assist the community to maximize its considerable assets. The volunteers worked diligently, pre- and post-visit to provide relevant and realistic input towards the betterment of your commercial district.

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Introduction

Welcome to the downtown assessment for the Colorado community of Craig. Qualifying communities in Colorado have the opportunity to apply for assistance through Downtown Colorado, Inc. in a downtown assessment process partially sponsored by the USDA Rural Development Rural Community Development Initiative (RCDI), Office of Economic Development and International Trade, (OEDIT) and completed in collaboration and sponsorship with the Department of Local Affairs (DOLA).

The Downtown Colorado, Inc. (DCI) downtown assessment and training program is a process of gathering community leaders and stakeholders and developing a structure and process for them to support local businesses and the vibrancy of the commercial district. The process results in a road map to guide community leaders in providing services and training to help local businesses thrive.

Downtown Colorado, Inc. assembled a team of volunteer professionals including designers, planners, land use, and finance experts to work in Craig for two days and then contribute to this final report. The assessment team appreciated the invitation to learn about and assist your community and worked diligently to provide relevant and realistic input toward the betterment of downtown Craig.

Executive Summary

In the winter of 2012, the City of Craig requested a downtown assessment team visit from Downtown Colorado, Inc. (DCI) for March 18-19, 2013. The purpose of an assessment visit is to bring a team of consultants specializing in downtown and community revitalization, who provide tools, insights, and direction which can assist the host community with its downtown revitalization goals. With this assessment Craig's objectives were to: receive expertise in getting business owners involved, selecting and implementing funding mechanisms, help with

enhancing events to encourage foot traffic and to assist in getting community organizations to cooperate.

In anticipation of this visit, the City of Craig completed a comprehensive plan, planned focus groups, and provided extensive background information about the history and status of the Craig downtown revitalization efforts and the issues facing the community.

Upon arrival in the community, team members were given a presentation by city staff on the history of downtown and toured the town. Afterward, the team met with the city staff for lunch, and then held four well-attended focus group sessions with community stakeholders and interested citizens. The purpose of the focus groups was to hear directly from citizens about the issues facing the downtown and the community as a whole; and to answer questions team members may have about the perceptions, strengths, weaknesses, and opportunities related to downtown Craig.

On day two, team members gathered to discuss their observations and formulate recommendations. That evening, team members presented their findings in the form of a PowerPoint presentation followed by a question and answer session open to the community at large. The following report provides an overview of the downtown assessment visit, identifies partners and resources to help the community, includes observations from the visit, identifies issue areas, and makes recommendations for actions the community can take to strengthen the downtown.

Background Information and Historical Context

The City of Craig is the largest city in Moffatt County and is located on US Highway 40 in Northwest Colorado. Craig is rich in recreational opportunities, natural resources, Native American and pioneer history, Old West lore,

and is home to Grande Olde West Days, and Sheep Wagon Days. The city was founded by William H. Tucker and was incorporated in 1908. It was named for one of the city's financial backers, Reverend William Bayard Craig in 1889. Craig became the county seat when Moffat County was created out of the western portion of Routt County in 1911. In the early 1970s and 1980s, there were several coal mines constructed near Craig, as well as, the largest power plant in Colorado, Tri-State Generation and Transmission.

Additionally, Craig marks the end of the rail for David Moffat's ambitious Denver Northwestern & Pacific Railroad endeavor. The Railroad opened the region to ranching and the shipping of products- cattle and sheep, wood, and products- from the area. Often, Craig is known as the "Elk Hunting Capital of the World". Hunters travel to Craig from all over the world to hunt in Moffat County and many of them stay in Craig. The city relies heavily on hunting and the economy relies on the large boost received each winter from travelers. The region offers a diversity of wildlife experiences; it is home to two of the largest migratory elk herds, large deer, pronghorn populations, and an array of birds and geese.¹

Another large draw of visitors every year is the Museum of Northwest Colorado located in downtown Craig in the old armory. After the armory moved to a new home in 1974, the old fortress was acquired by Moffat County and turned over to the Museum of Northwest Colorado in 1990. The interior of the museum features a large exhibit space in the former drill hall overlooked by the balcony and it houses a superb collection of cowboy and gunfighter gear.²

1 <http://nwcOLORADOheritagetravel.org/craig-colorado/>

2 <http://www.historycolorado.org/oahp/museum-northwest-colorado-craig>

Observations

The following observations were made in the four focus groups held on the first day of the downtown assessment.

- There is a need to increase the foot traffic in the downtown.
- Residents love Craig's small town feel and outdoor opportunities.
- Craig is unique.
- Everyone would like to see a vibrant downtown core.
- There is a desire for increased cultural heritage tourism.
- Word of mouth is the main source of communication.
- There is a need for marketing outside of Craig.
- Everyone would like a larger mix of businesses in downtown that cater to all demographics.
- There is a lack of youth engagement.

Organization

The first section of this report focuses on organization, which includes developing collaboration, volunteer recruitment and management, fund-raising for the organization, and developing operational strategies. Organization involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a downtown revitalization program.

The three principal components of organization are:

- Public and media relations
- Volunteer development
- Fundraising

A governing board and standing committees make up the fundamental organizational structure of a volunteer-driven program. Volunteers are best coordinated and supported

by a paid, full-time or part-time program director. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders. While a paid downtown coordinator may not currently be feasible, it is something to strive for in the future. If the City of Craig is considering becoming a Colorado Main Street community, having dedicated staff is also a requirement in order to move past candidacy and into designated community.

Notwithstanding this fundamental description of a typical downtown organizational structure, numerous variations exist throughout the country and are driven largely by local circumstances. In some towns, for example, the Chamber of Commerce is strong enough to add an organizational component designated to focus on the downtown. Other communities develop some form of special district to dedicate resources and focus on downtown.

Regardless of the organizational structure chosen, one overriding factor is demonstrated time and again in communities undertaking a program of downtown revitalization: the most successful communities accomplish their desired outcomes by developing a solid organizational component early in the process to oversee and manage their downtown revitalization efforts. If the community does not create and develop a solid organizational component to oversee and manage the process early on, the program most likely will not accomplish the desired outcomes. Despite the best intentions of all concerned risk fading away before it has a chance to succeed.

Given these realities, we cannot overemphasize the importance of placing organizational development among the highest priorities of early revitalization activities. Most, if not all, of the recommendations in this report are made within the framework.

Observation: Community organizations share a vision for an improved downtown, but work independently. Among the community, there is a lack of knowledge about what business services are currently available and there is not a central information hub for the community about community happenings/ events. The Chamber, Downtown Business Association, Tourism Association, City and Economic Development Partnership must work more closely together improve effectiveness and communication.

Recommendations:

- Reconvene regular stakeholder meetings. Hold meetings twice a month, perhaps rotating meeting locations among stakeholders if possible. Use this technical visit presentation/written report to assist in defining roles and responsibilities among stakeholders in the first meeting. Regular meetings thereafter will be held to discuss events, challenges, and opportunities and develop a cohesive approach to moving forward. Determine how individual organizational resources (funds received via inter- governmental agreements, dedicated funding) may be pooled together for marketing events, business resources, educational opportunities and tourism.
- Create operational efficiencies by removing dated and unused marketing material, by sharing marketing and event costs, developing streamlined communication and identifying a shared office space among the stakeholders that encourages collaboration and idea sharing.
- Identify a lead entity to manage a central web-based calendar. Ensure that posting to the site is easy and open to multiple groups.
- Eventually identify a staff position that would focus on downtown – new or from an existing stakeholder group – to coordinate efforts and direct the downtown-specific resources of the stakeholder groups.

Observation: There is a lack of volunteer base on which to rely and there are opportunities to better engage the community's youth in shaping a fun, vibrant downtown.

Recommendations:

- The city can request proposals from local non-profits and businesses to suggest events or services that will engage youth and teens in fun and productive activities. This might be around beautification, sharing about your culture or history, developing new events, or creating a branding campaign. Consider how to develop small cash prizes or donations to the winner.
- Work with local government, small business, and non-profits to develop job descriptions to local schools for professional development opportunities tied to school community service requirements. These job descriptions can be used to create a clearinghouse of training and professional development opportunities as well as business and non-profit support services. The school, library, town, and community college should partner to create a widespread knowledge of opportunities in Craig.
- Create a youth advisory group to advise the City Council, consider new businesses that would benefit the town, and to review online presence. Create a job description and require interested students to apply, interview, or elected, and empower them with some decision-making and resources to implement some ideas.

Observation: Snow removal and street maintenance is complicated by state highway designation and lack of alignment between the city, downtown businesses and CDOT.

Recommendations:

- Clarify roles and responsibilities among those responsible for maintaining the

downtown environment.

- Research examples of maintenance agreements in other communities to determine suitability and applicability to Craig and its downtown businesses. City, local CDOT and downtown businesses should meet to discuss and amend appropriate agreement models.
- Prepare a draft maintenance agreement and present to City Council for adoption. The city can direct maintenance efforts, communicate and address concerns/issues of downtown businesses more directly and efficiently, and receive reimbursement from CDOT for costs incurred.

Promotion

Promotion is another of the four key points in building a vital downtown. According to the National Trust Main Street Center, promotion sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play, and invest in the Main Street district. By marketing a district's unique characteristics to residents, investors, business owners, and visitors, an effective promotional strategy forges a positive image. This image can then be reinforced through advertising, retail promotional activity, special events, and marketing campaigns carried out by local volunteers. These activities improve consumer and investor confidence in the district and encourage commercial activity and investment in the area.

Observation: There is an opportunity to activate empty storefronts along Yampa Ave.

Recommendations: Storefronts are street level billboards that should command attention and entice people downtown. Window displays project the image of the quality of goods and services available throughout a district and therefore empty storefronts may become distracting. Re-activate and beautify vacant storefronts with creative displays to stimulate

Craig's downtown business district.

- Pop up restaurants are an effective way to showcase what a restaurant would bring to a vacant property. It can be a great way to entice buyers, local entrepreneurs, and get people excited about coming downtown.
- Utilize vacant storefronts during existing events. (Ex: Fill vacant windows with local artists' work during the Taste of Chocolate.)

Observation: There is a need to focus on and consolidate visitors' information.

Currently, multiple websites and two visitors' centers distribute information about downtown businesses and events but there is not one location or collateral piece with up-to-date information on community events and business contact information.

Recommendation: There needs to be ONE printed brochure and ONE website that is regularly updated with all of the downtown businesses (address, website, contact info), and community events.

- All events and business listings should be housed on the Chamber's website. The Moffat County Tourism Association, City of Craig, and Downtown Businesses Association should all link to this calendar and business listing to avoid duplication of efforts, out-of-date information, and confusion.
- Print and distribute consistent collateral material for all visitor centers, and lodging establishments, in and around Moffat County.
- Use strategic objectives and calendar planning tools (see the Strategic Events Matrix in this section as an example) to enhance quality over quantity.
- Even though the whole community may not be looking online for information, someone probably is. The chamber should create an internship with stipend for a high school or college student to develop and maintain social media and web presence.



Observation: The Museum of Northwest Colorado has more visitors than both visitors' centers.

Recommendation: Have collateral material and maps of Craig available at the museum. The Museum of Northwest Colorado draws numerous visitors each year and according to focus group participants, most of the visitors leave town after visiting the museum. This museum is an important asset to Craig and the downtown businesses but there needs to be information about the community visible and readily available for visitors.

- Every visitor should leave with a map, list of businesses, and activities to do downtown.
- Be an ambassador. Employees of the museum should take the opportunity to speak to everyone visiting the museum about activities and businesses that they should visit while in Craig.
- Businesses downtown should also direct visitors and families to the Museum of Northwest Colorado.

Observation: There appears to be a lack of connection between community objectives and event planning.

Recommendations:

- Events can be categorized into three areas: Special Events (e.g. Holidays), Image

Strategic Event Objectives										
a	Kid	Young Families	Partnerships	Retail Support	Teen	Downtown	Fundraising	Music	Food	Who Runs It?
Wyman's Winter Festival										
Chili Cook Off									X	
Grand Old West Days	X	X				X		X	X	
Whittle the Wood										
Little Britches Rodeo										
Taste of Chocolate			X	X		X		X	X	

[illegible]

Events (e.g. Chili Festival), and Retail Events (e.g. A Taste of Chocolate).

- Develop objectives for your promotional events that match community priorities (youth engagement, accommodate hunters, support local business, etc.) to enhance quality of impact. Use your community priorities to shape your objectives and include them in the evaluation of each event using the event matrix in the appendices.
- Consider each event by date to identify where you can consolidate events to ensure increased community and visitor participation.
- Hold one community wide event each year to benefit a different non-profit or business. The community can show appreciation and partnership to the variety of non-profits and service providers (e.g. Fire) who work here by engaging to supporting one fundraising event each year to be donated to a business or non-profit group to a specific project.
- Involve youth in a competition to create concepts for events. Develop a competition or system for youth and others to propose events or activities that will support community priorities. These proposals can include how to implement and the partnerships that will be used to build community spirit. The town and chamber can provide some resources to accomplish the event.

Observation: There is not really a clear idea of the services and support that is available for businesses. The Downtown Business Association (DBA) fills the role of connecting business and property owners with resources to help create sustainable, strong, thriving business. The DBA is comprised of business owners and there is a need for them to move to a more supportive role.

Recommendations:

- Develop and share an online business friendly package that details the benefits and options for potential entrepreneurs (traffic

counts, available properties, incentives, etc.). It is important to make it easy for busy business owners to understand how to get help in planning and maintaining a healthy business. It is also important to show potential business owners that Craig is a good place for business. Get this information in writing and make it available online and in downloadable brochures.

- Have local non-profits and businesses create job descriptions that shape the community service requirement at school. The businesses and non-profits are a natural learning laboratory for young and underemployed folks looking to enhance professional skills. It is a symbiotic relationship because business and non-profits can garner resources and skills through volunteers that they might not have in their budget.
- Continue the farmers' market concept and consider partnering with the toy car race and barbeque event that will take place in the vacant lots downtown.

Observation: There is no targeted advertising and marketing of the community that tie into regional initiatives. Premium hunting opportunities and the proximity to Dinosaur National Park create a regional draw and this is not being capitalized on.

Recommendations:

- Market to NW Colorado, Front Range, nationally and internationally. A consistent and strong message online will help communicate all of the great things about Craig to distant travelers.
- Collaborate with the other visitor centers and chambers in the region to ensure marketing materials are



- distributed in their offices and vice versa.
- Make sure the calendar of events is submitted to these surrounding entities.
 - Continue to build collaborative programs between complimentary businesses in town and regionally.

Observation: Businesses need increased foot traffic in shoulder seasons.

Recommendation: Take advantage of the slow times. Use this time to experiment with marketing techniques and plan on what works best for your community and downtown businesses.

- This may be a great time for businesses and attractions to incorporate group-saving coupons (see Constant Contact, Groupon, Living Social and Save Local).
- Business owners should offer special discounts for customers who write Yelp reviews, check in on Facebook or Foursquare to see if they can further capitalize on those social media markets.
- Offer a discount day for locals on a weekly basis to draw community members to your businesses.

Economic Restructuring

The focus of economic restructuring is to assist in efforts to recruit, retain and expand opportunities for investment in downtown. This is accomplished by ensuring that investors and businesses are aware of all of the resources available for assistance and all of the benefits of choosing to locate their business in downtown, including the opportunities that may exist to capitalize on promotional activities. It also works to build strong relationships between downtown businesses, residents, and users.

Observation: There is a need to get a critical mass of visitors and local residents to the downtown businesses.

Recommendations:

- The majority of hotels are roughly two miles from the downtown businesses district. There is an opportunity to have tourist or business travelers visit downtown restaurants and businesses. A shuttle service from hotels to downtown business district could help move the visitors to the downtown. Communicate with hotels about restaurants, nightlife, and retail downtown. Provide consistent updates about business/restaurant specials. Communicate with businesses when conventions/business gatherings and groups of oil, gas and construction workers are in town and offer special promotions to entice them to leave their hotels for businesses throughout the community. Make sure hours of operation remain consistent during events or high traffic. Track the effectiveness of promotions to better hone the process in the future. Use the data to inform and improve the decision making process.
- Create a business directory and map to help guide visitors. This is a great tool to communicate to not only visitors but also other businesses who could compliment or cluster with existing businesses.
- In many cases retail follows restaurants, both of which generate more foot traffic to the downtown. The Yampa Valley Data Partners' "Consumer Preference Study" indicated that close to \$8 million dollars is spent on going out to eat at restaurants (not including fast food) by Moffat County residents, of which, \$1 million is spent out of the county. Use this data to help attract restaurateurs to downtown Craig.

Observation: In addition to encouraging tourists to visit downtown business, it is also important to maintain a consistent traffic flow of consumers to the downtown. There is an opportunity to supply that traffic flow by providing a mix of affordable housing options

and market-rate housing in the downtown. There is an opportunity to include senior and workforce housing for Craig's downtown.

Recommendations:

- Identify properties or lots that may be suitable for housing development in and adjacent to downtown. Insure the proper zoning and codes (building, transportation development review) which promotes development. Engage a developer and identify funding sources.
- Collect as much data as possible about the housing needs of the workforce, seniors, and disabled.
- Work with partner agencies to develop pro formas for housing development opportunities.

Observation: There is a broader market than just the City of Craig from which to draw visitors/consumers.

Recommendations:

- Start to build relationships between Steamboat Springs, Grand Junction, Rifle, and Dinosaur information centers to promote downtown Craig. It is important to understand the dynamics and needs in each of these communities. Start to identify if there are any gaps in neighboring communities' services or attractions that Craig could fill. There is an opportunity to partner in cross promotions and marketing the amenities of northwest Colorado to a broad audience.



- Establish consistent communication and engagement with existing hunting outfitters. During the assessment visit we learned that thousands of hunting permits are being pulled in Moffat County.
- It is important to have a strong web presence that highlights Craig's assets, amenities and business that are here. Whether or not it is a priority for residents, visitors and potential businesses are all "Googling" Craig to find information and are leaving comments about your businesses. 97% of all community research is web based. It is important to create and manage your online image before somebody else does.

Observation: The downtown business district needs to work on business recruitment in order to fill vacant spaces and create a larger variety of shops and services in the area.

Recommendations:

- Create an inventory of all properties on Yampa and adjacent streets in downtown. This inventory should contain: owner, square footage, amenities, rent/cost, condition of building both façade and interior, historic significance/general history of building, characteristics of building (i.e. ventilation appropriate for restaurant use, ADA bathroom, etc.)
- Create a strategic recruitment plan to attract existing businesses in Steamboat, Rifle and Grand Junction that are frequented by citizens of Craig to open a branch/store in downtown Craig.
- Use existing data to help inform and educate possible business start-ups or business that may want a second location in Craig to create a priority for the types of business you want to target in your attraction strategy.
- Provide incentives for new business (i.e. rental credits during startup, tax incentives, etc.) and review codes and processes that may inhibit new business startup. Use your

business development priorities to help guide the process.

- Identify empty building(s) for business and art co-ops or co-sharing opportunities. This will create shared studio spaces for artists and small entrepreneurs to start businesses at a reduced rate for the entrepreneur. Additionally, this practice will provide revenue through rents to property owner.
- Work with the existing business incubator to entice new start-ups to downtown.
- Work with hunting, fishing, rafting outfitters and guides to co-locate offices in the downtown to promote their businesses and draw traffic.
- Suggested businesses to recruit: kids' clothing, outfitters, women's clothing store, shoes store, western saloon, brewery, wild game restaurant.

Observations: There appears to be a need to create a retention strategy for existing business.

Recommendations:

- Begin engaging the Small Business Development Center (SBDC), Economic Development Commission (EDC), and Council of Governments (COG). Learn what services they offer and how they can help provide education for existing business owners. Hospitality training and familiarity tours for downtown businesses should be included in such trainings.
- Encourage business owners to conduct a self-audit of their web presence. If there is a need to have a stronger web presence, engage partners to help provide social media and web training.
- Encourage businesses to survey and engage their customers to find out what they want and respond accordingly. Use that data to help make decisions regarding individual business and set regular business hours.
- Make sure businesses are welcoming and free of snow and excessive signage. Work with City of Craig codes and maintenance

(see recommendation in Design Section).

Also encourage businesses to have consistent business hours that complement the needs of the customers.

- Have one point of contact dedicated to communicate with all businesses and stakeholders on a regular and consistent schedule.

Observation: There is a need to establish an economic development strategy for Craig that goes beyond your downtown. It is important to have a diverse economy which will support your community and thus your downtown businesses.

Recommendations:

- Begin to collect data regarding your workforce, transportation, existing industries, existing land and buildings. Document information and assets about your community and surrounding area, then use that data to help inform and shape your plans and strategies.
- Develop an economic development strategy which builds upon existing assets in Craig and Moffat County. Also work with other counties and communities in the region to complement each other and your goals.

Design

Design takes advantage of the visual opportunities inherent in downtown by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, landscaping, merchandising, displays, and promotional materials. The aim is to stress the importance of design quality in all of these areas, to educate people about design quality and to expedite improvements in the downtown. At the forefront of the design effort is the restoration of historic buildings, which helps provide the backdrop for downtown's sense of place.

Observation: The Yampa Avenue streetscape in downtown Craig is in need of improvement. The existing streetscape that included sidewalks, street trees with grates, street lights and some street furniture was installed over 15 years ago. Many of these elements are need of repair and updating.

Recommendations:

- The City of Craig should create a new streetscape design that would be used to reconstruct Yampa Avenue in Downtown. The design should include coordinated details of landscaping theme, street furniture, street lights, and signage.
- The streetscape design should include “bump-outs “at the corners (maybe mid-block, too?) that provide pedestrian refuge by shortening the length of travel way that must be crossed. They can also be additional outdoor public space for landscaping areas, display of public art, outdoor seating or small pocket parks or entertainment venues.
- A critical part of the streetscape design is concurrently developing an ongoing maintenance plan to ensure longevity of the investment in the downtown infrastructure.

Observation: The buildings in downtown Craig are a collection of early 20th century commercial structures, many of which have undergone several remodels over the years. They appear structurally sound but are in need of façade improvements that would improve the overall appearance of downtown and complement a coordinated and reconstructed streetscape. Many buildings are need of basic maintenance. Removal of former remodel materials would expose the historic materials and create an improved appearance with a more attractive character. With merchants and property owners working together towards this end, downtown as a whole can benefit.

Recommendations:

- The city should develop a façade improvement program that would offer incentives through low-interest loans or grants available for property owners to rehabilitate the exterior of their buildings. Applications for the loans or grants would be reviewed by the city or a committee of downtown representatives to ensure that a proposed design is consistent with a set of design standards to maintain some consistency in downtown character. The standards should address treatment of important façade elements such as windows and doors, materials use, paint colors, awnings and signage.
- It would also be helpful to offer basic building maintenance training to merchants and property owners in order to protect investment in their properties. Topics could include both interior and exterior maintenance and improvement including insulation, storm windows, rehabilitation of wood trim, and treatment of doors and windows.
- The city should develop and enforce a sign code that requires signage to be removed from a building within 30 days of a business vacating a building. Old signs are visually distracting. They add to a neglected character, thus sending the wrong message to visitors to downtown.
- Similarly, as businesses vacate a building, the windows should continue to be used for display or advertising e.g. community events, adult or children’s artwork, etc.

Observation: There are few, if any, signs to direct visitors to downtown Craig. Consequently, there is likely a certain amount of potential vehicular and pedestrian traffic that is not captured.

Recommendations:

- The city, Chamber of Commerce, and Moffat County Tourism Association should develop a coordinated sign palette that can be used

for community entry signs to signs and for public amenities in downtown. The palette should suggest a recognizable character for all types of signs.

- Signs should be placed at all entries to the community and enhanced with landscaping and lighting.
- The signage that directs truck traffic to the bypass should be enhanced to be more noticeable. Signage should be changed at the intersection of 1st Street and Ranney Street so that truck traffic has the right-of-way.
- Look into asking CDOT to limit truck size (axels or weight) for use of the highway. Heavier, larger trucks must use bypass.

Observation: There is a perceived parking problem in downtown Craig. This is not unusual in downtown areas – people feel as if they need to park right in front of the business they wish to visit but are willing to walk quite a distance from their vehicle to the mall and then walk even more within the mall. This perception results in a perceived shortage of parking downtown. Craig appears to have ample parking in the downtown, particularly if pedestrian amenities are improved through the rehabilitated streetscape. There are two public parking lots and parking is not restricted on side streets.

Recommendations:

- The city, Chamber, and Downtown Business Association should conduct a parking inventory to determine how many spaces are conveniently located to downtown Craig. The inventory should include an analysis of the use of the space, peak times and length of stay. An analysis would determine whether there is a need for more parking and, if so, where it should be located to best serve the downtown customers and merchants.
- Signage is needed to help guide downtown visitors to the available parking, particularly to the public parking lots.
- Shared parking should be encouraged

downtown. For example, parking spaces for daytime uses (e.g. health clinic, some retail, offices) could be used in the evenings for uses such as restaurants or special events at the museum.

Observation: There are no public restrooms in downtown Craig. Providing public amenities is important to attracting visitors, making their visit comfortable, and inviting customers to visit again.

Recommendation: The city should construct a public restroom in a convenient location such as Alice Pleasant Park, including signage so it is easily found by visitors and is consistently maintained.

Observation: Multimodal connectivity to downtown needs to be improved.

Recommendations:

- Develop a sidewalk and bikeway improvement plan to connect downtown to other points of interest
- Expand shuttle service

Observations: The one-way couplet of Victory Way and 4th Street appears dysfunctional, not conducive to attracting business in downtown Craig, particularly with much of the truck traffic now utilizing the bypass. This configuration can limit visibility of business located in between the two one-way streets.

Recommendation: The city should consider studying the eliminating the one-way couplet and return Highway 40 to a 4-lane, 2-way street.

Funding Mechanisms

Observation: There is a lack of funding options due to poor collaboration/cooperation between City and other stakeholders.

Recommendations:

- During initial stakeholder meetings identify existing funds – dedicated revenues such as lodging tax or existing IGAs- as well as cost saving opportunities that allows seed money to be provided to DBA to expand and support existing marketing and events.
- Use pooled resources to pay organizational director that dedicates time to grant writing exploring opportunities such as a USDA grant program to develop a façade loan program.
- Explore Main Street designations that provide technical assistance and some funding for management of downtown efforts including creating report and communication structures. Creative District designation also offers some funding and technical assistance for communities.
- After a two year trial period of providing seed money to DBA, stakeholders shall determine willingness to create a BID, DDA or URA as a sustainable entity and funding source.
- Grant resources may be available for prioritized capital improvement projects in partnership with the city and/or County through the Energy Mineral Impact Grant program. For more information on the Energy Mineral Impact Grant program visit www.dola.state.co.us.
- Ongoing participation by all economic development partners in the Regional Blue Print discussions should continue. Funding opportunities may be limited, but collaborative opportunities may be identified.
- Opportunities exist through South West Youth Corp, AmeriCorps, universities, or other agencies that provide interns. Utilization of DOLA's Best and Brightest program is a reasonably affordable program

benefiting both the student and the city with a focus on City Management.

Participating Stakeholders

- AARP, Craig Chapter
- American Council of the Blind
- City of Craig
- City of Craig Police
- Colorado Department of Transportation
- Colorado Northwestern Community College
- Community Budget Center
- Cook Chevrolet
- Craig Chamber of Commerce
- Craig City Council
- Craig Daily Press
- Craig Farmers Market
- Craig Residents
- Downtown Business Association
- Economic Development Partnership
- Favorite Things
- First National Bank of the Rockies
- Honey Rock Dogs
- MCHSV
- Moffat County
- Moffat County Tourism
- Museum of Northwest Colorado
- Pam Designs
- Sacks
- Shell Oil
- The Kitchen Shop
- Yampa Valley Data Partners

Team Member Bios

Kristen K. Ashbeck, AICP

Senior Planner, City of Grand Junction

Kristen's thirty years in the planning profession include experience in both the public and private sectors. As a planner in Douglas County and Grand Junction, Colorado she has been responsible for the review of on-going development, public assistance, and long-range comprehensive planning. Most recently, she managed the City of Grand Junction's Greater Downtown planning effort and assisted the North Seventh Street National Historic

Residential District property owners with creation and adoption of design guidelines and standards. As a private sector consultant, she has served as Senior Planner on numerous master planning and design guideline projects in Alaska, Arizona, California, Kansas, Korea and Germany. Ms. Ashbeck's diversified training and experience enable her to work effectively in a multidisciplinary team, and relate to overall planning concepts as well as details of a project simultaneously. Kristen recently participated as the planner on a design charrette at the Colorado Housing Now! Conference for a multifamily housing project including site analysis, site design and building concepts.

Troy Bernberg

Vice President of Finance, Stifel Nicolaus

Mr. Bernberg is a 10-year veteran in municipal finance with Stifel Nicolaus. Since 2005, Mr. Bernberg has completed over \$623 million in municipal financings for various governmental borrowers. Mr. Bernberg provides a wide range of investment banking services including capital planning and structuring of tax-exempt and taxable bonds for new money projects and refunding's.

Mr. Bernberg's expertise includes all financing options available to issuers - general obligation bonds, enterprise/project revenue bonds, sales and use/excise tax revenue bonds and certificates of participation. Mr. Bernberg also develops private placement/direct loan transactions on behalf of his clients.

Laurie Findley

Executive Director, Granby Chamber

Laurie Findley had served on the Design and Promotions committee as a volunteer for 2 years prior to becoming the Main Street Manager in January of 2011. In 2009 she received the Granby Chamber's Volunteer of the Year award. She has been the Granby Main Street Manager for almost 2 years. Laurie is now the Executive Director of the Granby Chamber of Commerce in addition to running the Main Street program for the Town of Granby.

Michael Hussey

Planning Manager, Nolte Vertical Five (NV5)

Michael Hussey is the manager of planning and landscape architecture for the Colorado Springs office of NV5. Michael has over 30 years of experience in a wide variety of urban design, landscape, planning, environmental engineering, and architectural projects. He has worked on urban development and renewal, and downtown streetscape improvement projects including Billings, Montana (downtown), Raton, New Mexico (downtown Master Plan), Colorado Springs (Downtown BID), Avon (Town Center), Manitou Avenue (Manitou Springs downtown), Monte Vista (downtown), Broomfield (US 287), and Fountain (US 85). Project responsibilities have included grant opportunity identification and application, master planning, urban and site design, and construction observation and management. Michael has participated in numerous DCI workshops and conference programs, and has served as a team member on several community assessments. Michael is also the co-author of "Grow Native," one of the earliest Colorado xeriscape landscape guides.

Carrie McCool

Principal and Owner, McCool Development Solutions

Carrie McCool is the founder and principal of McCool Development Solutions, LLC, a land use consulting firm specializing in providing municipal planning services to Colorado's small- to mid-size communities. Carrie has more than sixteen years of national and international experience in all aspects of planning. Much of her work focuses on developing comprehensive land use plans, development code revisions, downtown revitalization, diagnosis and drafting of land use policies, design standards and guidelines; preparing implementation strategies and action plans, as well as community engagement strategies and consensus building. Prior to forming McCool Development Solutions, LLC, in 2001, Carrie held staff planner positions for high-growth communities including Arapahoe County, Douglas County, and the City of Greeley. Her focus in all three

jurisdictions was current and long-range planning, streamlining the development review process, and development code revisions. Carrie received her master's degree in Urban and Regional Planning from the University of Colorado at Denver and her bachelor's degree in International Affairs with a minor in Environmental Issues from the University of Hawaii.

Scott Shine

Executive Director, Montrose Downtown Development Authority

Mr. Shine has served as the Director of the Montrose DDA since August 2011. He has seven years of experience in community planning, urban design, and economic development in Utah, Oregon, and Colorado. Scott is currently the President of the Montrose Regional library District Board of Trustees and a member of the Montrose Community Foundation's Advisory Board. Scott also helps direct running races and athletic events with the San Juan Mountain Runners and other local sports organizations. He served as a fellow with the U.S. Department of Housing and Urban Development and received his Master's in Community and Regional Planning from the University of Oregon's School of Planning, Public Policy, & Management.

Stephanie Troller

Main Street Coordinator, Department of Local Affairs

Stephanie is the Colorado Main Street Coordinator and focuses on economic development. Stephanie has been with the Department of Local Affairs for four years and has over 10 years of experience in community and economic development. Her experience includes business retention and recruitment, planning and implementation, housing, project management, and working with rural communities. Stephanie holds her Bachelor's degree in International Business from New Mexico State University and is currently working to become a Certified Economic Developer (CEcD).

Chad Reischl

C.A. Reischl Planning Services

Chad Reischl completed his Masters in Urban and Regional Planning from the University of Colorado at Denver in 2011. His studies included a dual concentration in Urban Placemaking and Community Development. Chad is passionate about creating healthy and sustainable communities through changes in the built environment and believes that healthy environments make good economic sense. He has completed three Health Impact Assessments in Colorado, worked with communities in Routt County to plan for expanded recreation and fitness facilities and has traveled internationally to work on feasibility studies for two future hospital facilities in underdeveloped nations. Chad received his Bachelors of Science in Architecture from the University of Wisconsin Milwaukee and worked as an architect for eight years on projects ranging from small office remodels to a 160,000 sq.ft. recreation center in Gillette Wyoming. Chad also has a passion for gardening, landscaping and landscape design and for several years has run his own landscaping business.

Emerging Leader Team Support

Isabel Waldman

OSM/VISTA, Downtown Colorado, Inc.

Isabel Waldman is a graduate of the University of Oregon where she received a bachelor's degree in International Studies with a concentration in Environmental Studies and Latin America and a minor in Planning, Public Policy, and Management. Her field of study gave her the opportunity to study community development and resource planning in Chile and Bolivia. Isabel grew up in Southwest Colorado and is currently serving as the Community Report Coordinator for Downtown Colorado, Inc. in partnership with the AmeriCorps VISTA program, Office of Surface Mining and the Western Hardrock Watershed Team.



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Dear Community Leader:

Thank you for your interest in revitalizing the downtown, the heart of your community. The board and staff of Downtown Colorado, Inc. (DCI) would like to commend you on your initiative to focus your resources and planning efforts towards the enhancement of the living room of your community. Throughout the appendices you will find tools to assist you in implementing the recommendations listed in this report. We suggest that you hold a community meeting and use the attached tools to facilitate moving forward.

- **Action Matrix:** breaks the recommendations down into a step-by-step process identifying timeline, action item, measure of success, initiator, and potential partners
- **Shop Local Campaign Development and Shop Local Matrix**
- **Menu of Technical Assistance:** The menu of technical assistance is to provide ideas or a sampling of what DCI has facilitated.
- **Stakeholders Analysis:** This form is used to analyze community information to ascertain which entities are most important to the downtown and/or project and how best to approach them.
- **Volunteers by Stakeholder Group:** allows you to identify volunteers that link your organization to groups that are key to your project.
- **Volunteer by Desired Skill:** allows you to review the skills you need and which volunteers can fill that need. It also allows you to identify the skills that remain unmet in your pool of volunteers.
- **Potential Partners:** For each project, a partner list should be generated to ensure that you have tapped all possible resources.
- **Strategic Event Planning Matrix:** allows you to list objectives and for each event to make sure that all objectives are being met, and all events are serving a purpose.
- **Strategic Event Planning Calendar:** reviews all events on a timeline to ensure a well-rounded calendar.
- **Downtown Organization Board Responsibilities and Job Descriptions:** Highlights the responsibilities of a board of directors and the officers that serve the organization.
- **Downtown Manager Job Description:** Identifies skills needed and activities required to manage a downtown organization.
- **Downtown Manager Evaluation:** allows the downtown organization to evaluate the effectiveness of the Downtown Manager.
- **Employing an Intern or VISTA for downtown**
- **Organizational Succession Planning:** Encourages consistency in leadership through transition.
- **5 Steps for Improved Communications**
- **Sample Press Release**
- **Communication Strategy Matrix:** Identifies the various modes of communication and the tools to make contact.
- **Communication Planning Form:** For each event or project, this form encourages you to think about communications in advance and to develop a clear message.
- **Example Online Marketing Timeline**
- **List of Resources:** A list of organizations and which services they might provide.

Please do not feel overwhelmed by this list. The materials are easy to use and include instructions. However, if you would like for DCI to assist you in facilitating meetings to complete the work indicated in these tools, please feel free to contact us.

Thanks,
Katherine Correll

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Small Towns Shop Local Campaigns

Many communities in Colorado are looking to create a buy local campaign, especially for small towns. Shop local is more than a slogan or a flyer that you begin posting around town. It is a campaign to help businesses develop a larger and more loyal customer base, enhance knowledge of local products and services, change behavior and understanding of the community, and engage the community in supporting the community.

Shop Local Objectives

- Support local and independent businesses by developing a local customer base;
- Create a broader understanding of locally grown products and services;
- Assist in changing the behavior and understanding of local businesses and citizens;
- Bring community stakeholders together to foster a greater sense of place and community.

Steps to Successful Shop Local Program

It is important to adapt all recommendations to fit the needs and unique characteristics of your town.

Step 1: Engage your stakeholders

Reach out to all businesses, business support organizations (nonprofits, chambers, downtown business associations, local library, etc.), as well as to the local government, county government, and economic development groups. Bring in 5-10 key representatives to start the process. Invite them to a simple discussion to assess what to highlight and how to approach the new campaign.

Step 2: Conduct an audit of goods and services available downtown.

All over the state we hear how small towns may not have everything that people need. Downtowns are different than they once were; they may not all be able to provide thread or socks, or other daily needs. There will always be things that people need to leave town to find. But you might even surprise yourself with what you do have. Conducting a survey or simply asking local businesses to provide a list of "Did you know we have?" can enable you to highlight each store online or through local outlets to inform the community of local goods and services. This will also help you to develop collateral materials including online and printed directories.

Step 3: Determine the best slogan to fit your community's character.

Anyone can say "Shop Local," but how do you remind consumers to shop local in your community? Commonly used slogans include Buy Local First and Live Local but many cities have more success creating customized logos and slogans. Remember that you are trying to engage your locals so a slogan that doesn't resonate with your hometown character won't be nearly as effective.. Determine which best suits your town or create your own unique slogan. Some Colorado examples are:

- Colorado Springs: There is only one Downtown
- Boulder: Love the Local
- Parker: Go to Town
- Brush: Don't Rush through Brush!

Step 4: Develop targeted collateral materials.

Resources are often tight in a small community, but a few targeted materials can go a long way.

- **Print window stickers for your local businesses to display.** This is a quick and easy way to grab the attention of downtown passersby and connect your local businesses.



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- **Design a printed directory for your downtown and distribute it.** It is important to have an online directory, but for those who are wandering through downtown, a printed guide can be a big help to encourage shopping. Check out Denver's Old South Pearl Street guide for a good example. Many downtowns also build a large downtown directory, similar to what one might see in a mall. Use this content to develop an online directory as well.
- **Build loyalty through local currency, coupon books, and gift certificate programs.** Loyalty programs are everywhere these days and for good reason. You can create your own loyal following by offering benefits through coupons, gift certificates, or frequent shopper programs geared toward downtown stores. La Plata County created a Be Local coupon book of local retailers. The Colorado Springs Downtown Partnership created a Downtown Colorado Springs gift card in varying denominations that is accepted in more than 100 local retailers. Carbondale has held a drawing for an electric car; shoppers receive a ticket when they shop at one of 200 participating Carbondale businesses. Local currency programs include Lake City DIRT Dollars and Brush Chamber Bucks.

Step 5: Educate consumers on shopping local.

Shopping local is frequently becoming an ethical decision for consumers who want to reinvest in their communities. Teach people the benefits of voting with their dollars locally by educating them on how shopping locally positively impacts their community. Both Golden and Boulder have created online web pages to do just this.

Explain that local services such as local law enforcement, fire, libraries, and schools are funded by sales tax dollars. Highlight that spending in the community, helps to keep your community top notch. Spending elsewhere supports someone else's school.

Step 6: Spread the word.

- **Reach out to your local media.** In smaller communities especially, the local media has as much interest in supporting buy local campaigns as any other local business. Draft a press release with details and contact the local media directly to ask if you can provide further information.
- **Develop a social media campaign.** Use your community website as well as Facebook, Twitter, and other social media sites to engage the community.
- **Present at local events and meetings.** Have an exhibitor table at any local events to talk to residents directly. Remember those stakeholders you engaged in step 1? Ask if you can have a few minutes to present to their organizations.

Step 7: Assess and analyze!

Once you begin the campaign, you want to be able to point to the success of it, or be able to identify areas that need adjustment or need to be strengthened. The best way to do that is to ask questions of your community, both residents and businesses, most often through a survey or similar questionnaire. You can find examples of surveys almost anywhere, from local community colleges to small business development centers, or even the Office of Economic Development and International Trade. And if you don't have the manpower to conduct the survey or gather the results, students in marketing or business classes may be available at little or not cost. Below are a few questions to get you started:

Businesses:

- Did you actively participate in the shop local campaign? (In what capacity? Sticker in window? Coordinated store hours?)
- Did you notice an impact from the shop local campaign? Higher sales? New customers?
- Did you gather point of sale information (e.g., zip codes) to show



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- Which aspects of the shop local campaign do you feel helped you most?
- Is there anything you would do differently?

Residents (Consumers)

- Were you aware of the Shop Local campaign?
- How did you learn of the Shop Local campaign?
- Did the Shop Local campaign influence your behavior? Did you buy more from local businesses? Did you visit businesses you don't normally shop in?
- Have you seen the list of goods and services available downtown? Were you surprised to see anything on this list?

When you are trying to make the most of your scarce resources, a shop local campaign can help your small town. We highly recommend tracking of volunteer hours and activities through this process. If you have more examples, stories, surveys or ideas, we'd love to hear them at events@downtowncoloradoinc.org.



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ELEMENTS FOR DOWNTOWN ECONOMIC & COMMUNITY DEVELOPMENT

Downtown Colorado, Inc. (DCI) offers a series of targeted technical assistance, referral, and on-site services to local governments, non-profit organizations, community groups, and others working on downtown revitalization. Services are tailored to meet the needs of each request and range from consultant referral, phone consultation, and coordination of panel discussions for public awareness, renderings of improvements to building and streetscape façades, facilitation of local discussions by focus groups, strategic planning with creation of implementation steps, and detailed training. DCI utilizes both staff and consultant volunteers to guide communities through the downtown revitalization process so that the community better understands the process to save time and money, as well as to better achieve the community's objectives.

MENU OF TECHNICAL ASSISTANCE

ORGANIZATION

- Getting Started: Getting people organized, focused and enthused
- Fundraising for downtown organizations
- Board development and facilitation of board retreat
- Main Street program feasibility – Are we ready? Will we benefit? What do we need?
- Volunteer recruitment, training, retention and reward
- Work plan development
- Visioning and creating a mission statement
- Building effective public and private partnerships
- Determining the best district management organization e.g. business improvement district, downtown development authority, etc.
- Communications planning – who do we need to contact, how, and when

PROMOTION

- Marketing and Branding Review
- Developing marketing and branding strategies
- Review and critique of current event promotions
- Special event development
- Development of appropriate promotions strategies
- Hospitality Training for Hotel and Restaurant Staff
- Strategic Event Planning

DESIGN

- Design and Historic preservation assessment
- Providing local design assistance
- State and National historic designation process
- Certified Local Government
- Streetscape plan review
- Do we need a plan? What type (i.e. design, market-based, etc.)?
- Infill construction
- Parking and traffic strategies
- Creating a façade improvement program
- Creating design guidelines
- Merchandising and window displays
- Conducting a windshield survey and inventory of historic properties

ECONOMIC RESTRUCTURING

- Understanding the market analysis process and its applications
- Understanding how to develop a marketing plan for downtown
- Business development strategies
- Creating market niche strategies
- Business mix and clusters analysis
- Funding mechanisms for downtown revitalization – alphabet soup
- Project feasibility – right project at the right site?
- Creating economic incentive



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Stake Holder Analysis

Steps:

1. List desired downtown participants across in the left hand column
2. List what their interest might be in the success of downtown in the "Stake or Interest" column. Record if the stakeholder is supportive, how important are they to the success of the project or organization, what you would like to have them contribute, what would be the best approach to contact them, and who should make the contact.
3. Develop a plan for communicating with each stakeholder and execute.

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Identify Potential Volunteers by Stakeholder Groups

Steps:

4. List desired downtown participants across the top of the matrix.
5. List potential individuals or organizations to recruit to fill those participant needs in the left-hand column.
6. Recruit accordingly!

[illegible]

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Potential Project Partners

Steps:

1. List downtown's annual projects in the left-hand column.
2. List potential organizational partners across the top of the matrix.
3. Check any groups that might have a shared interest or mission in accomplishing each project.
4. Recruit accordingly!

Stakeholder groups →

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Sample Strategic Event Planning Matrix

Steps:

1. Gather downtown focus group and brainstorm and prioritize objectives for events downtown.
2. List all events that impact downtown (or the town) in the left hand column and objectives along the top row.
3. Review each event and the objectives that are being met, then consider how to incorporate other objectives into current and new events to increase quality and make a bigger impact. Don't just create or keep holding events if they aren't working toward objectives.
4. Remember to revisit each year as a part of evaluation, determine if there are objectives have changed, and make improvements each year.

Objective► Event▼	Community	Kid friendly	Fund Raising	Traffic Generating	Promotes Retail	Restaurant	Downtown Component	Green Initiatives	Historic Accentuated	Lead Org	Partner Orgs	Demographic Reached
Outdoor Market	X			X			X					
Concert at Park	X	X										
July 4th Parade	X	X		X			X					
Christmas Event	X	X										
Halloween	X	X		X								
Concerts in the Business districts												
\$5.00 Thursdays												
Movie Night-dinner												
First Friday Art Walk												
Pub crawl/bonfire												
Soap box derby or big wheel race												
Festival												
Home tour												
Ghost tour or haunted house												

Primary Demographic Groups 1.Local 2.Surrounding Area 3.Regional 4.Larger area



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Sample Strategic Event Planning Calendar

Steps:

1. It is important for downtown to be a gathering place and a habit for all of your locals.
2. Assess the current calendar of events identify any large gaps in the calendar. When thinking of new events, think strategically about when the events should be to accentuate your current calendar.
3. List all events that impact downtown (or the town) in the left hand column and objectives along the top row.
4. Review each event and the objectives that are being met, then consider how to incorporate other objectives into current and new events to increase quality and make a bigger impact. Don't just create or keep holding events if they aren't working toward objectives.
5. Remember to revisit each year as a part of evaluation, determine if there are objectives have changed, and make improvements each year.

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Basic Responsibilities of Nonprofit Boards¹

1. Determine the organization's mission and purposes
2. Select the executive staff through an appropriate process
3. Provide ongoing support and guidance for the executive; review his/her performance
4. Ensure effective organizational planning
5. Ensure adequate resources
6. Manage resources effectively (the buck stops with them, ultimately)
7. Determine and monitor the organization's programs and services
8. Enhance the organization's public image
9. Serve as a court of appeal
10. Assess its own performance

Responsibilities of a Board Member

Board members usually have specific responsibilities that are unique to the organization they serve, but every board shares a set of general responsibilities that board members should be prepared to assume when they serve.

Attendance: Board members agree to attend board meetings, the annual board retreat, and participate in some committee or volunteer work.
LIST EVENTS HERE

Term: Directors are (generally) elected for three-year terms. A Director should be on the Board at least one year prior to running for office.

Mission: Directors agree to define the mission and participate in strategic planning to review the organization's purposes, priorities, financial standing, and goals. Directors publicly support and are emissaries for the organization and its programs, events, or activities.

Executive Director: Directors must be prepared to approve the selection, compensation, and if necessary, dismissal of the chief executive, and to assure regular evaluation of the executive's performance.

Finances: Directors must assure financial responsibility by:

- Approving the annual budget and overseeing adherence to it.
- Contracting for an independent audit.
- Controlling the investment policies and management of capital or reserve funds.

Development: Actively participate in fundraising, development and/or membership campaigns including:

- Participating in the process of securing sponsorships for programs and events each year;
- Identifying and soliciting support to achieve the organization's annual fundraising goals; and
- Actively participating in cultivating membership or investors when necessary.

Individual Board Member Support of the organization: All board members must be members/investors of the organization. An annual contribution is expected from each board member in the form of membership, sponsorship or programmatic support to the organization during each fiscal year to demonstrate the board's support of the organization to constituents and funding sources.

Ways in which a board member may contribute to the organization:

- Pay annual dues;
- Sponsor or bring in sponsorship(s) for annual events, identify participants for awards programs, etc.;
- Sponsor new member(s)/investor(s);
- Conduct training, workshops or other informational meetings;
- Chair a standing board committee;

¹ "Ten Basic Responsibilities of Nonprofit Boards," published by the National Center for Nonprofit Boards, Washington, DC 20036.
<http://www.ncnb.org>



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- Attend board meetings as regularly as possible;
- Sponsor a publication;
- Provide a service to the organization such as donating frequent flyer miles, designing the website or data base, providing printing and/or design services or volunteering to help staff the conference;

EVERY BIT HELPS!

Planning oversight and support: Directors agree to oversee and evaluate strategic organizational plans and support management in carrying out those plans.

Board effectiveness: Directors must evaluate how well the board is performing and maintain an effective organization, procedures and recruitment.

Growing pains: As an organization evolves from startup to growth toward maturity, the responsibilities and character of its board of directors will evolve as well. Challenges that may come with growth include:

- Weaning directors away from involvement in operations and management.
- Addressing the needs and problems of a large staff.
- Bringing aboard new people and new ideas.

Board Officer Job Descriptions²

Basic Board Member Job Description

1. Regularly attends board meetings and important related meetings.
2. Makes serious commitment to attend at least 1-2 events per year.
3. Volunteers for and willingly accepts assignments and completes them thoroughly and on time.
4. Stays informed about board and committee matters, prepares well for meetings, and reviews and comments on minutes and reports.
5. Gets to know other board and committee members and builds a collegial working relationship that contributes to consensus.
6. Is an active participant in the board's annual evaluation and planning efforts.

Board President Job Description

1. Serves as a member of the Board
2. Serves as a partner with the Executive Director in achieving the organization's mission
3. Provides leadership to the Board of Directors, who sets policy and to whom the Executive Director is accountable.
4. Presides over meetings of the Board after developing the agenda with the Executive Director.
5. Encourages Board's role in strategic planning
6. Appoints the chairpersons of committees, in consultation with other Board members.
7. Discusses issues confronting the organization with the Executive Director.
8. Helps guide and mediate Board actions with respect to organizational priorities and governance concerns.
9. Reviews with the Executive Director any issues of concern to the Board.
10. Monitors financial planning and financial reports.
11. Formally evaluates the performance of the Executive Director and informally evaluates the effectiveness of the Board members.
12. Evaluates annually the performance of the organization in achieving its mission.
13. Performs other responsibilities assigned by the Board.

² The following descriptions were adapted from materials from BoardSource



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Board Vice-President Job Description

This position is typically (but not always) successor to the President position. In addition to the Board Member responsibilities, this position:

1. Serves as a member of the Board
2. Performs President responsibilities when the President cannot be available (see President Job Description)
3. Reports to the Board's President on assigned tasks
4. Works closely with the President and other staff
5. Participates closely with the President to develop and implement officer transition plans.
6. Performs other responsibilities as assigned by the Board.

Board Secretary Job Description

1. Serves as a member of the Board
2. Maintains records of the board and ensures effective management of organization's records.
3. Manages minutes of board meetings.
4. Ensures minutes are distributed to members shortly after each meeting
5. Is sufficiently familiar with legal documents (articles, by-laws, IRS letters, etc.) to note applicability during meetings.

Board Treasurer Job Description

1. Serves as a member of the Board
2. Manages finances of the organization
3. Administrates fiscal matters of the organization
4. Provides annual budget to the board for members' approval
5. Ensures development and board review of financial policies and procedures

Committee Chair Job Description

When using the Main Street Approach, there should be four committees, one for each of the Four Points: Organization, Economic Restructuring, Promotions, and Design. In the initial stages, sometimes the board will fill the role of the Organization Committee. Each committee should develop their own mission statement and work plan on an annual basis.

1. Serves as a member of the Board
2. Sets tone for the committee work.
3. Ensures that members have the information needed to do their jobs.
4. Oversees the logistics of committee's operations.
5. Reports to the Board's President.
6. Reports to the full Board on committee's decisions/recommendations.
7. Works closely with the Executive Director and other staff as agreed to by the Executive Director.
8. Assigns work to the committee members, sets the agenda and runs the meetings, and ensures distribution of meeting minutes.
9. Initiates and leads the committee's annual evaluation.



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Executive Director Job Description

Work Objectives

The Downtown executive director coordinates activities within a downtown revitalization program that utilizes historic preservation as an integral foundation for downtown economic development. He/she is responsible for the development, conduct, execution and documentation of the Downtown program. The executive director is the principal on-site staff person responsible for coordinating all program activities and volunteers, as well as representing the community regionally and nationally as appropriate. In addition, the executive director should help guide the organization as its objectives evolve.

Full Range of Duties to be Performed

The executive director should carry out the following tasks:

- Coordinate the activity of the Downtown program committees, ensuring that communication among committees is well established; assist committee volunteers with implementation of work plan items.
- Manage all administrative aspects of the Downtown program, including purchasing, record keeping, budget development, accounting, preparing all reports required by the coordinating Downtown program, assisting with the preparation of reports to funding agencies, and supervising employees or consultants.
- Develop, in conjunction with the Downtown program's board of directors, downtown economic development strategies that are based on historic preservation and utilize the community's human and economic resources. Become familiar with all persons and groups directly and indirectly involved in the downtown. Mindful of the roles of various downtown interest groups, assist the Downtown program's board of directors and committees in developing an annual action plan for implementing a downtown revitalization program focused on four areas: design/historic preservation; promotion and marketing; organization/management; and economic restructuring/development.
- Develop and conduct on-going public awareness and education programs designed to enhance appreciation of the downtown's assets and to foster an understanding of the Downtown program's goals and objectives. Use speaking engagements, media interviews, and personal appearances to keep the program in the public eye.
- Assist individual tenants or property owners with physical improvement projects through personal consultation or by obtaining and supervising professional design consultants; assist in locating appropriate contractors and materials; when possible, participate in construction supervision; and provide advice and guidance on necessary financial mechanisms for physical improvements.
- Assess the management capacity of major downtown organizations and encourage improvements in the downtown community's ability to carry out joint activities such as promotional events, advertising, appropriate store hours, special events, business assistance, business recruitment, parking management, and so on. Provide advice and information on successful downtown management. Encourage a cooperative climate among downtown interests and local public officials.
- Advise downtown merchants' organizations and/or chamber of commerce retail committees on The Downtown program activities and goals; help coordinate joint promotional events, such as festivals or business promotions, to improve the quality and success of events and attract people to downtown; work closely with local media to ensure maximum coverage of promotional activities; encourage design excellence in all aspects of promotion in order to advance an image of quality for the downtown.
- Help build strong and productive relationships with appropriate public agencies at the local and state levels.
- Utilizing the Downtown program format, develop and maintain data systems to track the progress of the local Main Street program. These systems should include economic monitoring, individual building files, photographic documentation of physical changes, and statistics on job creation and business retention.
- Represent the community to important constituencies at the local, state, and national levels. Speak effectively on the program's directions and work, mindful of the need to improve state and national economic development policies as they relate to commercial districts.

Resource Management Responsibilities



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Executive Director Job Description (Con't)

- The executive director supervises any necessary temporary or permanent employees, as well as professional consultants.

He/she participates in personnel and project evaluations. The executive director maintains local Main Street program records and reports, establishes technical resource files and libraries, and prepares regular reports for the Town Council and board of directors. The executive director monitors the annual program budget and maintains financial records.

Job Knowledge and Skills Required

The executive director should have education and/or experience in one or more of the following areas: commercial district management, economics, finance, public relations, planning, business administration, public administration, retailing, volunteer or non-profit administration, architecture, historic preservation, and/or small business development. The executive director must be sensitive to design and preservation issues and must understand the issues confronting downtown business people, property owners, public agencies, and community organizations. The director must be entrepreneurial, energetic, imaginative, well organized and capable of functioning effectively in an independent environment. Excellent written and verbal communication skills are essential. Supervisory skills are desirable.



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Director Annual Evaluation

Suggested Evaluation Procedure:

1. Executive Committee finalizes list of major areas of responsibility (Section I) with staff input
2. Committee obtains input on all sections from all board members
3. Committee compiles input and develops an aggregate evaluation
4. Committee presents evaluation to staff verbally and in writing
5. Staff and board president sign this form after the verbal and written review.

Name:

Title:

I. Performance in major areas of responsibility

	Does not meet	Meets	Exceeds	Far Exceeds
Project/Event Management				
Donor/Member Relations				
Support to the Board of Directors				
Support to the Committees				
Public Relations/Outreach				
Other:				
Other:				
Other:				
Other:				

II. Comments about Staff Performance

III. Identify staff's greatest contributions to MAIN STREET during the past year.

IV. Identify any areas of performance which need improvement:

V. SIGNATURES: I have reviewed this document and have discussed the contents with the Main Street executive committee. My signature means that I have been advised of my performance evaluation and does not necessarily imply that I agree with this evaluation.

Employee

Date

President

Date



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Name:

Title:

- I. ONGOING RESPONSIBILITIES: summarize the basic and ongoing functions of the job that recur annually, as stated in the current job description:
- II. 2010 SPECIAL ACTIVITIES: List 4 - 6 specific or measurable outcomes, results, and products to be achieved based on priority areas of work for staff:
- III. 2009 EMPLOYEE DEVELOPMENT OBJECTIVES: List 1-2 skill-building activities:

IV. Signatures

Employee

Date

Supervisor

Date



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AmeriCorps VISTA

Many small Colorado communities do not have the budget to create a position for a full-time employee dedicated to downtown. These communities have been able to incorporate an AmeriCorps VISTA to coordinate downtown needs. The purpose of the AmeriCorps VISTA program is to provide full-time volunteers (VISTAs) to support projects at nonprofit, grassroots organizations, and local government agencies that operate programs to alleviate poverty. VISTAs work to improve organizational infrastructure, expand community partnerships, secure long-term resources, train program participants, and develop other activities that help build long-term sustainability for overcoming poverty. Victor, Silver Cliff and Westcliffe have all utilized the VISTA program to hire additional staff to be responsible for downtown revitalization through the Western Hardrock Watershed Team. (Note: Communities may also apply directly to the AmeriCorps VISTA program.)

Downtown revitalization groups and organizations can utilize the VISTA program for a variety of projects. If you are considering applying for an AmeriCorps VISTA through the Western Hardrock Watershed Team or another VISTA service organization, it is important to first formulate the project plan and outline to meet the mission of VISTA. Consider including items specific to alleviating poverty in your community:

- Developing a business attraction plan, market analysis, and business cluster study
- Applying for grants to improve the appearance of downtown and the upkeep of historic buildings to attract potential businesses, and make downtown a pleasant place for residents and visitors to shop
- Working with volunteer committees to develop events and festivals that bring tourism to the community

The Western Hardrock Watershed Team

Requirements for communities to qualify for AmeriCorps VISTA through the Western Hardrock Watershed Team include:

- Demonstrate the capacity for effective supervision and support for an OSM/VISTA member.
- Develop a project work plan that reflects the Hardrock Team's Core Goals (1. Build local capacity supporting environmental stewardship; 2. Promote environmental stewardship activities in rural communities; 3. Engage economic redevelopment around environmental stewardship; 4. Enhance outreach and education around environmental stewardship; 5. Promote professional development for OSM/VISTA members)
- Sign a memorandum of agreement.
- Be able and willing to pay a yearly administrative fee to support the volunteer position.
- Be able and willing to pay the fringe cost of hosting an OSM/VISTA Volunteer (travel, office, mailing, printing, etc).³

Applying Directly to AmeriCorps

Interested organizations may also apply directly to AmeriCorps (www.americorps.gov). To apply for an AmeriCorps VISTA member, the potential sponsor must contact the Corporation State Office to discuss application requirements and procedures. Colorado's corporate state office can be reached at 303.390.2212 (Locate contact information for other state offices at <http://www.americorps.gov/about/contact/stateoffices.asp>). The state office will provide technical assistance during your application process. The length of the application process varies, but the average time from the initial contact to a final decision is 3 to 5 months.⁴

Applying for AmeriCorps VISTA requires a two-step process:

³ <http://www.hardrockteam.org/>

⁴ http://www.americorps.gov/for_organizations/apply/vista.asp



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Step 1: Submit AmeriCorps VISTA Concept Paper: Organizations submit an AmeriCorps VISTA concept paper to the corporation state office. This is the preliminary screening tool to determine if the project will be a good fit.

Step 2: Submit AmeriCorps VISTA Project Application If the concept paper is approved, the organization submits an AmeriCorps VISTA project application. The application is completed online and the project must be based on the initial concept paper.

The VISTA Sponsor application requires:

- **A Community Need Statement:** This details the specific need the project will address.
- **Goal Statement:** This will describe the impact the project will have on the need provided. This will be the goal for the entire three years of VISTA sponsorship.
- **Milestones:** What will the project accomplish in a 12-month period? This will include a tentative schedule of when milestones should be accomplished and how milestones will be evaluated and measured.
- **Budget:** The application will provide a budget template which must be completed.

AmeriCorps VISTA Sponsorship Requirements

The organization must:

- Be a public sector organization or a private organization designated as nonprofit by the IRS;
- Have resources available for VISTAs to perform their tasks (i.e., space, consumable supplies, telephone, on-the job transportation reimbursement) and be able to provide emergency cash advances when needed;
- Have the capacity and commitment to recruit, orient, train, supervise and otherwise support the VISTA;
- Have the capacity to involve the beneficiary community in order to achieve project self-sufficiency after the VISTA term;
- Sign a memorandum of agreement that outlines the legal responsibilities of both parties.

The project must:

- Address the needs of low-income communities;
- Lead to building organizational and/or community capacity to continue the efforts of the antipoverty project once VISTA resources are withdrawn;
- Describe in measurable terms the anticipated self-sufficiency results at the conclusion of the project, including results to the sustainability of the project activities;
- Clearly state how VISTAs will be trained, supervised, and supported to ensure the achievement of program goals and objectives;
- Be internally consistent. The problem statement which demonstrates need, the project plan, the assignment, and all other components must be related logically to each other;
- Ensure that VISTA and community resources are sufficient to achieve project goals;
- Involve beneficiaries in project development and implementation throughout the life of the project as an advisory group;
- Have the management and technical capability to implement the project successfully;
- Have an appropriate number of requested members for project goals. The skills and qualifications described in the application must be appropriate for the assignment(s);



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Best and Brightest⁵

The Best and the Brightest Internship Program places students who are pursuing a Masters in Public Administration or Political Science from the University of Colorado Denver in administrative roles in small and/or rural governmental jurisdictions. Objectives of the program include:

- Providing a cost-effective way to help support the increasing administrative needs of small and/or rural governments;
- Offering students a unique opportunity to complete their graduate degree while gaining practical work experience;
- Cultivating potential local government managers;
- Providing an opportunity for Colorado Department of Local Affairs (DOLA) to help meet the administrative support needs of small and/or rural jurisdictions in a cost effective manner.

What is needed to gain a Best and Brightest Intern?

- Applicant jurisdictions must submit a description of the jurisdiction and needs.
- In the application, jurisdictions must develop a work plan and job description for the intern. Students have the understanding that responsibilities can range from public works to preparing the annual budget.
 - Work plan should describe any potential special projects and daily duties.
- Jurisdictions must also provide a plan for mentoring the intern during the entire internship.
 - This plan will list the staff person responsible as the primary mentor and how the intern will be mentored.
 - Mentor opportunities should also include attending commission or council meetings and attending workshops and conferences.
- Towns and counties must match DOLA's award with \$17,500 per year to go toward the student's annual salary and benefits package.

To determine your eligibility, please contact your DOLA Field Manager.

⁵ The Cathy Shipley "BEST and the BRIGHTEST" Internship Program Overview



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Internships

If there is staff to supervise, a project-based internship can be a great way to do research on downtown buildings and development opportunities, determine retail leakages and rental rates to develop a market analysis, work on renderings for downtown facades and improvements, and develop marketing plans for social media, event promotions, and many more.

Tips for Planning an Internship

Before developing an internship program, you must first determine your community needs and a plan for executing the program which benefits both your organization and the prospective interns.

1. **Who will supervise the intern?** Your downtown intern may know about downtown development practices, or they may be completely new to the topic. Regardless, it is important for a staff (city or town employee, nonprofit director, main street manager, etc.) to be responsible for the intern. Remember, your intern is a reflection of your organization and any communication they have with the community-at-large will reflect on you!
2. **What needs does your downtown have that are feasible for an intern?** Through a technical assistance visit, downtown assessment, or other downtown planning process, the needs and priorities of your community have been established. Evaluate the needs of downtown and determine what can be feasibly accomplished by an intern during a 3- to 6-month period of time.
3. **How will you promote the internship opportunities?** Be sure to post the internship on job boards for local colleges and universities, the DCI website Job Board, and other resources in your community and throughout the state.

Sample Internship Job Descriptions:

The following are sample internship descriptions that can be adapted to fit the needs of your organization and downtown.

Sample Internship Description: Economic Restructuring/Development Intern

Organization: _____

Job Type: Internship

Degree/Major Preferred: Business, Management, Economics, Accounting, Statistics, Planning, Economic/Community Development, Public Affairs or Administration, Political Science

Location: _____

Job Description: The intern will follow the Economic Restructuring model of the Main Street Four Point Approach, learning about the recruitment of new businesses and economic uses, and conversion of underused space into more economically productive property.

Projects may be determined by the intern, or supervising organization, but may include studies of:

- Downtown rental rates
- Measuring retail leakages, sales gaps, analyze trends and census data, and determining market feasibility for potential businesses
- Research on for niche industries in similar communities to determine which types of businesses may work well downtown
- Fundraising and grant-writing
- Business inventory analysis
- Business cluster analysis
- Planning for business incubators



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- Creating plans for development which include research on potential grants, and analyzing sponsorship opportunities to improve downtown

Skills and Abilities: The intern should have a basic understanding of Microsoft Office programs including Word, Excel, and Power Point. He or she should have the ability to work independently on projects, and communicate both in-person and in writing to staff, business owners, and residents.

Benefits: The Economic Restructuring/Development intern will have the opportunity to personally contribute to the revitalization of downtown. Interns will work on tangible projects that can be used in portfolios of work and serve as great deliverables for future employment opportunities.

Sample Internship Description: Urban Design/Architecture/Planning Internship

Organization: _____

Job Type: Internship

Degree/Major Preferred: Planning, Landscape Architecture, Interior Architecture, Urban Design, Sustainability Planning, Public Affairs or Administration, Historic Preservation

Location: _____

Job Description: The intern will follow the Design model of the Main Street Four Point Approach, working on the enhancement of the physical aspects of the downtown district through the rehabilitation of historic buildings, streetscaping projects, and support of planning personnel.

Projects may be determined by the intern, or supervising organization, but may include studies of:

- Research on historic downtown properties, including tax credits for rehabilitation, development of stories to tell the history of downtown, etc.
- Sketching potential building or façade rehabilitation
- Developing renderings for future public facilities and downtown structures
- Illustrating design guidelines
- Working with city planners or local designers to develop way-finding strategy

Skills and Abilities: The intern should have a basic understanding of Microsoft Office programs including Word, Excel, and Power Point; He or she should have the ability to work independently on projects, and communicate both in-person and in writing to staff, business owners, and residents.

Benefits: The Urban Design/Architecture/Planning intern will have the opportunity to personally contribute to the beautification and revitalization of downtown. Interns will work on tangible projects that can be used in portfolios of work and serve as great deliverables for future employment opportunities.



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Sample Internship Description: Events and Promotions Intern

Organization: _____

Job Type: Internship

Degree/Major Preferred: Marketing, Mass Communications, Public Relations, Business, English, Tourism and Hospitality, Historic Preservation

Location: _____

Job Description: The intern will follow the Promotion model of the Main Street Four Point Approach, working on the cultivation of a positive image of downtown through marketing its characteristics toward residents, investors, and visitors. The intern will work with staff and promotions committee in coordinating, promoting, and executing downtown special events and marketing for the downtown district.

Projects may be determined by the intern, or supervising organization, but may include:

- Recruiting and coordinating event volunteers
- Plan, coordinate and make logistical arrangements for events
- Attend event planning meetings
- Investigate and solicit event sponsorships
- Promote downtown area and special events through social media, traditional media, and grassroots efforts
- Devise and implement marketing or social media plan
- Design/develop marketing materials
- Develop and market a "Shop Local" campaign or event to encourage residents to visit downtown or local businesses

Skills and Abilities: The intern should have a basic understanding of Microsoft Office programs including Word, Excel, and Power Point; He or she should have the ability to work independently on projects, and communicate both in-person and in writing to staff, business owners, and residents.

Benefits: The Events and Promotions intern will have the opportunity to personally contribute to the marketing and promotions of the downtown district, and events held downtown. Interns will work on tangible projects that can be used in portfolios of work and serve as great deliverables for future employment opportunities.



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Sample Internship Agreement

This Internship agreement (the "Agreement") will confirm the terms and conditions of your Internship with _____ (Organization Name) located at _____ (address)

Please review this Agreement carefully, sign it and return it to the your supervisor by _____, 2012. This is a legal binding document.

1) I accept the internship, which has been awarded to me by _____ (Organization Name) and understand the following:

(a) The internship period will begin on _____, 2012 and go through _____, 2012;

(b) Upon successful completion of my internship, _____ (Organization Name) will pay me a stipend of \$_____ (If applicable). Successful completion of my internship is defined as:

- Successful completion of X hours/week during entire stated intern period
- Successful completion of _____ (list duties here)
- Successful completion of _____ (list any additional duties here)
- Participation in monthly progress reviews
- Successful completion of final review and exit interview;

(c) DCI accepts no responsibility for costs arising from accidents and/or illness incurred during my internship.

(2) I undertake the following obligations with respect to the internship program:

(a) To observe all applicable policies of the Organization as laid down in the Policy & Procedure Manual and Organization By-Laws;

(b) To always represent _____ (Organization Name) in a professional manner and to refrain from any conduct that would adversely reflect on the organization;

(c) To keep confidential any and all unpublished information made known to me by the accepting office or department during the course of my internship that I know has not been made public;

(e) To provide immediate written notice of planned absences or in case of circumstances that might prevent me from completing the internship.

(f) To complete the internship exit interview at the end of my internship.

Intern Signature: _____

Date: _____



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Sample Internship Learning Objectives

What specifically would you like to gain from this internship? We want to help you to maximize your internship with _____ (Organization Name) to ensure it is a rewarding learning experience. It is important that you communicate with us what you hope to gain from this internship so that we can strive to incorporate these goals if it is at all possible. Please think about the goals you would like to attain through this internship and be prepared to discuss them one week from start date. Consider the following general objectives: skill development, broader knowledge, career awareness, and personal development.

Please list below what you hope to achieve and/or take away from this internship. Please be as specific as possible so that we can do our best to help you meet your stated objectives.

1.)

2.)

3.)

Resources for VISTA and Interns to Access

- The DCI Online Resource Library (available to DCI members only)
- Standards for the treatment of historic properties: <http://www.nps.gov/hps/tps/standguide/>
- Main Street Solution Center (Must be a member of the National Trust for Historic Preservation to access):
<http://www.preservationnation.org/main-street/resources/>
- A step-by-step guide to a market analysis: <http://fyi.uwex.edu/downtown-market-analysis/>



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Succession Planning Matrix

Steps:

1. Planning and consistency for organizational leadership is important to success. Once a board and committees are formed, it is a good idea to start planning for the future.
2. Complete the below chart but don't forget to include important volunteers, key business leaders, or representatives from the Town who serve on your board.
3. Remember to revisit each year as a part of your annual retreat.

Leadership Position	Name	Time remaining in term	Who will replace them?	Is the successor confirmed?	Necessary next steps to ensure a smooth transition
President/Chair					
Vice President/Chair					
Secretary					
Treasurer					
Design Committee Chair					
Organization Committee Chair					
E.R. Committee Chair					
Promo. Committee Chair					
Significant Business 1.					
Significant Business 2.					
Other:					
Other:					



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COMMUNICATIONS STRATEGIES				
	Website	Social Media	Marketing/ Advertising	Special Events
Everyone *(Bare	<ul style="list-style-type: none"> Create one website for communities/downtown to market. Consider something clever. Websites are among today's most important tools for communicating 	<ul style="list-style-type: none"> Linked to website as a way to drive traffic to website, communicate up-to-date information Get youth involved in using these mediums to market the communities? 	<ul style="list-style-type: none"> Create well established identity and package for branding Engage the communities in the role out of a joint marketing campaign 	<ul style="list-style-type: none"> Concentrate on year-round activation with emphasis on shoulder seasons
Community Members	<ul style="list-style-type: none"> Community events calendar Community news and projects Community resources Community business listings Newsletter opt-in 	<ul style="list-style-type: none"> Facebook 	<ul style="list-style-type: none"> Shop Local campaign Standard window posters, in restaurant table tents or placemats, etc. Bill stuffers to promote community events and business Community member discount cards 	<ul style="list-style-type: none"> Create special events task force consisting of Merchants Assoc., Chamber, community members, and businesses. Conduct an analysis of events, develop strategic initiatives Event planning matrix – meet goals for audience, year-round activation
Day-cation Visitors	<ul style="list-style-type: none"> What do they need to plan a trip for a day? Package experiences/ build an itinerary Maps (of businesses, historical trails & walks, recreational amenities, etc.) 	<ul style="list-style-type: none"> "Twisitor Center" – visitors can send in questions about the community via Twitter and get responses 	<ul style="list-style-type: none"> Target marketing to key visitor areas (via ads/ billboards), tour bus groups, etc. Printed map(s) Strengthen Visitor's Center? 	<ul style="list-style-type: none"> Event series released in advance with cooperative ideas Unique experiences at camps for day visitors Bring people to town for the day or evening
Destination Visitors	<ul style="list-style-type: none"> Vacation planner Lodging resources in the region Links to other visitor sites 	<ul style="list-style-type: none"> Flickr (gorgeous pictures of the town or view) 	<ul style="list-style-type: none"> Targeted viral marketing for key interest groups Visitor Info Packet 	
Business Owners/ Investors/ Entrepreneurs	<ul style="list-style-type: none"> Data about communities to encourage new business development Package "doing business" information 	<ul style="list-style-type: none"> Training to diversity with online businesses Social media training for businesses, link them to main website 	<ul style="list-style-type: none"> Market free business training & support (i.e. merchandising, basic customer service and hospitality training) Focus on consistent weekend hours Business Plan Contest Package "doing business" information for print 	<ul style="list-style-type: none"> Signature event as business development strategy
Orgs (Govt, Chamber, Non-Profits, etc.)	<ul style="list-style-type: none"> Common place to post info about projects, community news 	<ul style="list-style-type: none"> All use same tools (one go to place for community to find latest news) 	<ul style="list-style-type: none"> Create and market similar business incentive policies between the two communities 	<ul style="list-style-type: none"> Monthly informal meetings to share info w/& get input from businesses Business planning/entrepreneurs training by SBDC

AUDENCES



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5 Steps to Successfully Plan for Your Community Meetings

Perhaps the most important component necessary for a community meeting to be successful is civic engagement. There is no one best way to get your community involved, or even one best way to communicate to the entire population, as this will vary by community. However, below are some best practices to keep in mind for communicating with your local organizations, business owners, property owners, and residents.

1. Be clear about your message. Be sure you understand the purpose of your meeting as community members are bound to have questions. You also want to communicate what kind of participation is needed and why it is to their benefit to have their voices heard by participating in the focus groups or discussions. Emphasize that problems cannot be solved if they are not first identified, and strengths cannot be maximized if you do not know what they are. It is important for the facilitator or follow up team to hear all community voices to determine the best action steps for revitalizing your downtown.

2. Identify your stakeholder organizations. Make a list of all organizations and people who have an investment in your community so that you are certain not to overlook anyone. Remember the chamber of commerce, visitor and convention bureau, local businesses, large employers, non-profits, hospital, school district, real estate offices, banks, fire district, library district, town staff, county staff, all elected officials, arts groups, community colleges, and volunteer associations (e.g., 4H, Masons, and Lions Club).

3. Create your message. There are a variety of ways for communities to reach their populations. Some communities put an announcement in the local newspaper and others include an announcement with local utility bills. Below is a listing of basic mediums you should prepare for use. Be sure to include an email address or phone number for attendees to RSVP or ask questions.

- Personal invite/letter
- Press release
- Flyer
- Website page or posting
- 30-60 second verbal presentation that volunteers can make in person

4. Spread the word. Your community is composed of many organizations and individuals. The most successful community meetings include participation from a variety of community representatives. Not all of the public can be reached via the same medium. Consider the following options when reaching out to encourage greater community participation.

<u>Local government (e.g., city and county officials):</u> <ul style="list-style-type: none">• Email or mail a letter detailing the process and inviting participation• Follow-up phone calls to reiterate invite• Send a press release• Create a flyer to be posted	<u>Business owners:</u> <ul style="list-style-type: none">• Email or mail a letter detailing the process and inviting participation• Follow-up phone calls to reiterate invite• Send a press release• Create a flyer to be posted• Visit in person• Ask to leave flyers for customers
<u>Other local government and organizations (e.g., police departments, school district, library district, chamber of</u>	<u>Local newspapers:</u>

<p>commerce, convention & visitors' bureau, volunteer associations, business associations, seniors groups and hospitals):</p> <ul style="list-style-type: none"> • Email or mail a letter detailing the process and inviting participation • Follow-up phone calls to reiterate invite • Send a press release • Create a flyer to be posted both for employees and for visitors • Send a flyer home to parents through the schools 	<ul style="list-style-type: none"> • Send a press release • Contact a reporter to promote the downtown assessment visit prior to the day and to cover the story the day of the event • Contact the calendar editor to have it published in the calendar online and in print • Place an announcement in the paper
<p><u>Local radio:</u></p> <ul style="list-style-type: none"> • Send a press release • Contact station producer to ask if they will interview a community spokesperson about the upcoming event <ul style="list-style-type: none"> ○ Be sure to provide the station producer with a list of questions to ask interviewee ○ Be sure to provide the interviewee with the same list of questions AND the answers • Ask the radio station to post information on its website 	<p><u>Local television:</u></p> <ul style="list-style-type: none"> • Send a press release • Contact a reporter to promote the meeting prior to the day and to cover the story the day of the event <ul style="list-style-type: none"> ○ Be sure to provide the station producer with a list of questions to ask interviewee ○ Be sure to provide the interviewee with the same list of questions AND the answers • Ask the TV station to post information on its website
<p><u>Online:</u></p> <ul style="list-style-type: none"> • Post the information on your city's website • Ask county officials to post the information on their website • Ask local organizations to post the information on their website • Post the information on social media sites your community uses, e.g., Facebook, Twitter 	<p><u>Flyers:</u></p> <ul style="list-style-type: none"> • Post flyers at local libraries, post offices, museums, municipal buildings, and local businesses (e.g., coffee shops)

5. **Plan your agenda carefully.** Give careful consideration to when it will be most convenient for community stakeholders to attend meetings. You want to encourage maximum participation in the process. For example, if you have a large commuter population, be sure to hold a focus group in the evening; if you have a large business-owner population, hold a focus group after business hours.



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Sample Press Release

FOR IMMEDIATE RELEASE

CONTACT: **NAME, TITLE**

CITY

PHONE, [EMAIL](#)

CITY NAME to Participate in Community Revitalization Partnership Technical Assistance Visit with Department of Local Affairs and Downtown Colorado, Inc. Community Members Encouraged to Participate in Focus Groups on **DATE**

CITY NAME – **Month XX, 2009** – The **City/Town** of **Name** is pleased to announce the upcoming Community Revitalization Partnership (CRP) visit in conjunction with the Department of Local Affairs (DOLA) and Downtown Colorado, Inc. (DCI) on **Month X-X, 2009**. Local organization representatives, business owners, property owners, and residents are encouraged to participate in focus groups on **Month X, 2009**.

The CRP program is designed to provide downtown revitalization and economic development technical assistance to Colorado communities with a population of 20,000 or less and is coordinated by DOLA and DCI, a nonprofit membership organization committed to building better communities by providing assistance to Colorado downtowns, commercial districts and town centers, as well as the coordinator of the Colorado Main Street program.

Since 2005 DOLA and DCI have teamed up to offer technical assistance visits to communities involved in downtown revitalization. Focusing on current conditions in the downtown, a team of **three to five** professionals spends two days evaluating the community and facilitating focus groups to provide valuable information about the strengths and opportunities of the downtown, as well as creating the foundation from which a work plan can be developed.

Through the CRP program, a technical assistance visit, valued at more than \$19,000, is provided to accepted applicant communities for only \$3,000 plus travel expenses, after DOLA's reimbursement. A majority of the team volunteers their services and the remainder provides services at a highly discounted cost.

The CRP team's schedule includes a detailed tour of the community and a full day of focus groups with local government representatives, local organization representatives, business owners, property owners, and residents. The two-day visit will conclude with a presentation to the public providing an assessment of the community as well as action steps. A detailed hard-copy action matrix is provided to city officials following the CRP visit.

All local organization representatives, business owners, property owners, and residents interested in participating are asked to contact **Name** at **Phone** or **email** by **date** to learn more details about the focus group times.

For further details on how the DOLA/DCI CRP program works, please visit the website at www.downtowncoloradoinc.org.

###

Communications Planning Form



**DOWNTOWN
COLORADO, INC**

1420 Ogden Street, Suite G-1, Denver, Colorado 80218, P 303.282.0625, F 303.282.0658
www.downtowncoloradoinc.org

Today's Date: _____ Organization/Contact: _____

Email: _____ Phone # _____

Event Title/Topic to promote & Description: _____

_____ Date (s) Needed: _____

Goals & Objectives

What are the goals of the community engagement event? (Specific goal of communication activity:)

- | | |
|--|---|
| ___ Raise awareness about an issue/program | ___ Encourage Attendance at an Event |
| ___ Recruit Volunteers | ___ Publicize News |
| ___ Recognize Someone/Announce an Award | ___ Correct Misinformation/Misperceptions |
| ___ Other (attach additional information) | |

Target Audience:

- | | |
|--|--|
| <input type="checkbox"/> General public | <input type="checkbox"/> County Government |
| <input type="checkbox"/> Youth | <input type="checkbox"/> Local Government |
| <input type="checkbox"/> Special Interest: students | <input type="checkbox"/> Community partners/agencies |
| <input type="checkbox"/> Veterans | <input type="checkbox"/> Neighboring Communities |
| <input type="checkbox"/> Retirees | <input type="checkbox"/> Educational institutions |
| <input type="checkbox"/> Local Non-Profits, Churches, Associations | <input type="checkbox"/> Developers |
| <input type="checkbox"/> Business Owners | <input type="checkbox"/> Media |
| <input type="checkbox"/> Property Owners | <input type="checkbox"/> Boards & Commissions |
| <input type="checkbox"/> Downtown Employees | <input type="checkbox"/> Other |

Geographic:

- | | |
|--|---|
| <input type="checkbox"/> Downtown | <input type="checkbox"/> Mountain Communities |
| <input type="checkbox"/> All of Town | <input type="checkbox"/> Front Range |
| <input type="checkbox"/> Neighboring Communities | <input type="checkbox"/> All Colorado |
| <input type="checkbox"/> All County | <input type="checkbox"/> Neighboring State |

Message to communicate:

- Talking point 1 _____
- Talking point 2 _____
- Talking point 3 _____



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Desired result

_____ # of attendees to the event _____ Story in the media _____ Internal communication _____ Fundraising

Outreach to Consider:

Face to Face Community Engagement

- ☐ Public meeting (town hall, public hearing)
- ☐ Presence at Community Event (Boulder Creek Hometown Fair)
- ☐ Presentations to local service organizations or non profits(HAS, Rotary, Kiwanis, Sierra Club, etc)
- ☐ Resolution/Proclamation (November is adoption awareness month)
- ☐ Live streaming video of meeting
- ☐ Other

Media Options to be used

Traditional Media (to be coordinated with our PIO Barb Halpin and Dan Rowland)

- ☐ Press release (longer communication which would lead to a story in the newspaper, TV or radio news)
- ☐ Public Service Announcement (short announcement to be read or promoted, usually event driven, which is for public interest or safety)
- ☐ Editorial board with newspaper
- ☐ Newspaper feature article
- ☐ Live or taped radio announcement (KGNU)

Social Media (coordinated by Dan Rowland)

- ☐ Website (internal/ external)
- ☐ Blogs
- ☐ Facebook/Twitter/Youtube
- ☐ LinkedIn

Handouts and other collateral to be used

- Inserts/FAQ/ to be posted on your website or have inserted in the newspaper
- Flyers
- Direct mail piece (goes to a specific person)
- Annual Report
- Calendar
- Article in Boulder County News

Internal communications

- ☐ Organizational
- ☐ Town-wide
- ☐ Department Internal Site (SharePoint)
- ☐ All County
- ☐ Employee Meetings, Picnics
- ☐ Employee Recognition Events

Distribution:

- ☐ Downtown Director
- ☐ Board of Directors
- ☐ Town Government
- ☐ All town
- ☐ Sponsors



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EXAMPLE: Weekly Goals to Jumpstart Social Media Marketing in Your Downtown

Week 1—

- Make Facebook page for “Downtown _____”, upload your logo or profile picture, invite community stakeholders to like and share the page
- Add link to town/downtown website to “Like Downtown_____ on Facebook”
- Spend 15-30 minutes each day on your Facebook page:
 - o Do you have a lot of community photos from past events, promotions, etc? Upload 2-3 archived photos each day. Doing this daily will make your page appear on news feeds frequently.
 - o Reply to any comments or inquiries.
 - o “Like” the organizations and businesses in the downtown business district, create a schedule for promotion:

Week 1	
Downtown Business Name	Day of Promo
____ Restaurant	Monday
____ Store	Wednesday
____ Salon	Friday
Week 2	
____ Restaurant or Store	Monday
____ Service	Wednesday
____ Service Organization	Friday

Week 2—

- Continue to post old photos each week, post 2-3 at a time throughout week
- Ask business owners to post about their business, photos, and events
- Create your Twitter Account and Hootsuite account (www.hootsuite.com) to schedule posts in advance)
- Follow downtown businesses, local, regional and state-wide news outlets, tourism groups, neighboring towns, etc.
 - o Schedule posts throughout the week for upcoming events, linking to business websites.
 - o Every Friday list any events or specials for weekend travelers

Week 3—

- Continue Facebook and Twitter posts
- Search for area businesses on Google Places, Yelp, or any other consumer review website
- Post links to these reviews on Facebook, ask fans to review their favorite local restaurant



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ORGANIZATIONS TO REVIEW (Information, Technical assistance, Funding)

- American Institute of Architects (AIA), publications, architects, etc.
- American Society of Landscape Architects (ASLA), Landscape Architecture magazine)
- Colorado Brownfield Foundation – Environmental assessments and grants
- Colorado Preservation Inc. (advocacy, state preservation awards, etc.)
- Downtown Colorado, Inc., technical assistance, Colorado Main Street program
- Downtown Institute from Downtown Colorado, Inc. (quarterly training focused on the Main Street Four Point Approach) Colorado Great Outdoors Colorado (GOCO) Trust Fund (parks, trails, recreation, open space grants)
- Historical Society (historic surveys, preservation, tax credits, etc.)
- Department of Local Affairs (technical assistance, Energy Impacts Assistance grants, Community Development Block grants, etc.)
- Downtown Idea Exchange/Downtown Promotion Reporter publications
- US Department of Housing & Urban Development (Housing development, HUD, Economic Development Initiative grants, etc.)
- Historic Georgetown, Historic Boulder, Historic Denver, Inc. (organizational development for advocacy, building restoration projects)
- International Downtown Association (IDA)
- League of Historic American Theaters (successful preservation, adaptive re-use projects, national conferences & workshops)
- Market Analysis Foundation (many good private consultants)
- National Main Street Center (National Town Meeting; publications on Organization, Design, Promotions, & Economic Restructuring)
- National Trust for Historic Preservation (small grants, Preservation magazine)
- RUPRI Center for Rural Entrepreneurship www.rupri.org Support practice-driven research and evaluation and facilitate shared learning among practitioners, researchers and policy makers.
- State Historical Fund (grants for surveys and historic preservation)
- TEA-21 Enhancements (grants for trails, transportation corridors, adaptive re-use of bridges, rail corridors, etc.)
- Traditional Building magazine
- Urban Land Institute (ULI)

Often the best resource is another downtown. Downtown Colorado, Inc. is happy to facilitate a visit, call, or presentation with another community

Visit: Littleton (gateways, maintenance of civic functions downtown, facade loans, signage, maintenance & cleanliness, etc.); Loveland (historic theater, public art, compact similar-size downtown); Lamar (authentic prairie downtown, new businesses serving emerging Hispanic markets, newly formed URA, etc.); Gunnison (arts center, retail mix, Main Street as highway, etc.), Montrose (special events, bookstores, restaurants, utilizing former railroad property, consolidation of organizations, and newly formed DDA, etc.); Grand Junction (wayfinding signage, parking solutions, theater(s), public art, DDA, etc.); Longmont (wayfinding signage, streetscaping, etc.); Greeley (building restorations, civic uses, design guidelines); Durango (heritage tourism, design guidelines, riverfront uses); Arvada (design guidelines, special events, streetscape, etc.), Lake City (volunteer recruitment and management, grant writing, cross organization collaboration, heritage tourism and marking historic district as an asset), Steamboat Springs (downtown organization representing businesses to city, resort oriented chamber, and “The Mountain”, innovative events, etc.)

DOWNTOWN BUSINESS & PROPERTY OWNERS

**Downtown
Business
Association**

City of Craig

Chamber
*(along with EDP/
College/SBDC/
Incubator)*

**Moffat County
Tourism Assoc.**

ROLES

Market Moffat
County & bring in
visitors.

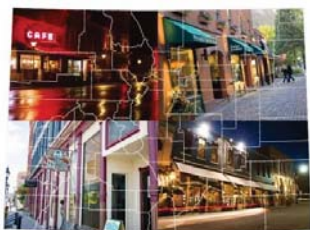
Provide downtown
event support,
networking,
community-wide
marketing &
business
development
services.

Improve & maintain
the physical
environment.
Provide financial
support where
appropriate.

Coordination
among downtown
business owners,
downtown specific
marketing & event
management.



Downtown Colorado, Inc.



Craig Downtown Assessment

March 18-19, 2013

Downtown Colorado, Inc.

BUILDING BETTER COMMUNITIES BY PROVIDING ASSISTANCE TO DOWNTOWNS,
COMMERCIAL DISTRICTS & TOWN CENTERS IN COLORADO THROUGH EDUCATION,
ADVOCACY, INFORMATION & COLLABORATION

<u>Membership</u>	<u>Education</u>	<u>Tech Assistance</u>
Advocacy & Information Current Events Legislation Referrals Research Job Announcements	20 Events: Annual Conference Issue Forums Downtown Institute	Downtown Assessments, Facilitated & Panel Discussions, Community Activation, and more

Craig



Why Downtown?



Craig



Team Members

Kristen Ashbeck, City of Grand Junction
Troy Bernberg, Stifel Nicolaus
Laurie Findley, Granby Area Chamber of Commerce
Mike Hussey, Nolte Vertical Five
Chad Reischl, C.A Reischl Planning Services
Scott Shine, Montrose DDA
Stephanie Troller, Colorado Department of Local Affairs
Isabel Waldman, Downtown Colorado, Inc.
Genevieve Zeman, Downtown Colorado, Inc.

Craig



Thank you participants!

- AARP, Craig Chapter
- American Council of the Blind
- City of Craig
- City of Craig Police
- Colorado Department of Transportation
- Colorado Northwestern Community College
- Community Budget Center
- Cook Chevrolet
- Craig Chamber of Commerce
- Craig City Council
- Craig Daily Press
- Craig Farmers Market
- Craig Residents
- Downtown Business Association
- Economic Development Partnership
- Favorite Things
- First National Bank of the Rockies
- Honey Rock Dogs
- MCHSV
- Moffat County

Craig



Thank you participants!

- Moffat County Tourism
- Museum of Northwest Colorado
- Pam Designs
- Sacks
- Shell Oil
- The Kitchen Shop
- Yampa Valley Data Partners

Craig



***Let your intentions inform
your actions and not the
reverse.***

Craig

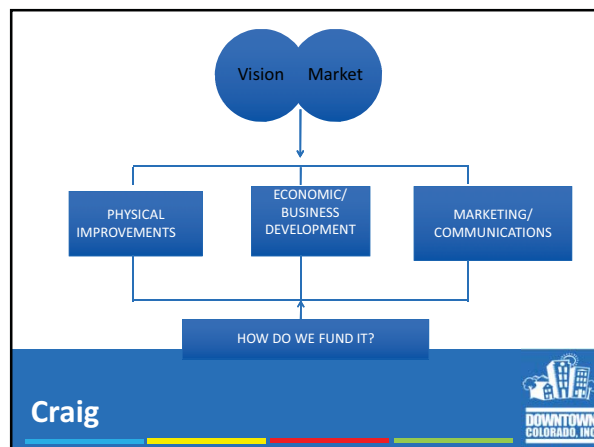


Getting Direction

This is our opportunity area!



Craig



Focus Group Observations

- Increase foot traffic in the downtown
- Everyone loves Craig's small town feel and outdoor opportunities
- Craig is unique
- Everyone would like to see a vibrant downtown core
- There is a desire for increased cultural heritage tourism
- Word of mouth is the main source of communication
- There is a need for marketing outside of Craig opportunities
- Everyone would like a larger mix of businesses in downtown that cater to all demographics
- There is a lack of youth engagement

Craig



Resource Management
Collaboration
Volunteer Recruiting & Management
Fundraising

Organization

Observation: The various groups in town are not communicating regularly and engaged with others.

Recommendations:

- Develop clear contacts and regularly scheduled opportunities to gather and be a part of the community.
- Define roles & responsibilities of stakeholder groups. Convene stakeholders to hold regular meetings
- Utilize the Chamber, Downtown Business Association, Tourism Association, Craig Moffat EDP group to facilitate dialogue around economic vitality.



Craig



Observation: There are some informal efforts to understand business hours of operation and the products and services that exist.

Recommendations:

- Create Familiarity Tours, have each businesses visit other businesses and train seasonal employees on what's in Craig.
- Make sure that each business knows how to promote other businesses and services.
- Consider how to develop an Open for Business Attitude in downtown.
- Have one night a month that all businesses and non-profits are open and have specials for locals.



Craig



Observation: Traditional chamber membership models may not highlight your community to its full potential. The more the better!

Recommendations:

- All businesses should be represented through the Chamber because it helps everyone!
- Chamber should consider an investor model: All businesses should be represented with some type of extra benefit for Chamber members.



Craig



Observation: EDP, Chamber, Tourism Association, Downtown Business Association and City have distinct roles, but could work more closely together to improve effectiveness and communications.

Recommendations:

- Hold meetings twice a month attended by executive directors, administrators and Board chairs
- Determine how resources may be allocated for joint efforts (i.e. events, marketing)
- Create efficiencies through shared work space, common marketing materials



Craig

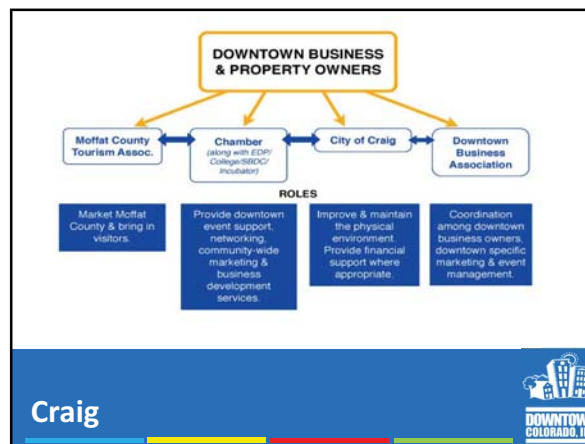


Observation: DBA is a grassroots effort that has the potential to make a big impact but lacks organizational structure and financial resources to grow.

Recommendations:

- DBA could be a sub-committee of the Tourism Association and Chamber.
- City and other organizations should allocate resources to go towards brand development, events and marketing.

Craig



Craig



Observation: Snow removal and street maintenance is complicated by state highway designation and lack of alignment between City, downtown businesses and CDOT.



Recommendation: Research the possibility of a maintenance agreement between CDOT and the City regarding maintenance, snow removal and design. City can direct maintenance efforts with reimbursement from CDOT.

Craig



Observation: There is a lack of a volunteer base on which to rely and an opportunity to engage community's youth.

Recommendations:

- Reach out to high school and CNCC students offering professional development opportunities
- Better advertise/communicate DBA meetings and events to engage citizens in shaping downtown
- There is a need for volunteer appreciation and a town-wide clearinghouse of volunteer opportunity.



Craig



Marketing & Promotions



Observation: There are empty storefronts in Craig.

Empty storefronts = missed opportunity

Craig

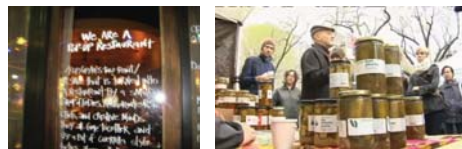


Recommendations: Re-activate and beautify vacant storefronts with creative displays

Craig



- **Pop up restaurants** are an effective way to showcase what a restaurant would bring to a vacant property.



A great way to entice buyers, local entrepreneurs, and get people excited about downtown!

Craig



- Fill vacant windows with local artists work during the Taste of Chocolate.



Craig



Observation: The Museum draws a lot of visitors.

Recommendations: Make sure that visitors to the museum have access to downtown promotional materials

Craig



Observation: There are several places to access community information and the calendar of events.

Recommendations:

- Have one consolidated community calendar and package of collateral material;
- Have one clearinghouse point for a countywide calendar of events and broader collateral;
- Print and distribute all collateral material for all visitor centers, lodging establishments, and around Moffat County.
- Use strategic objectives and calendar planning tools to enhance quality over quantity.

Craig



Strategic Event Objectives

Strategic Event Objectives	Kid	Young Families	Partnerships	Retail Support	Teen	Downtown	Fundraising	Music	Food	Who Runs It?
Wyman's Winter Festival										
Chilli Cook Off									X	
Grand Old West Days	X	X				X		X	X	
Whittle the Wood										
Little Britches Rodeo										
Taste of Chocolate			X	X		X		X	X	

Craig



Seasonal Event Calendar

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Wyman's Winter Festival		X										
Chilli Cook Off									X			
Grand Old West Days					X							
Whittle the Wood						X						
Little Britches Rodeo							X					
Taste of Chocolate		X										

Craig



Observation: There is no targeted advertising and marketing of the community that ties into regional initiatives.

Recommendations:

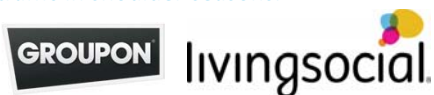
- Market to NW Colorado, Front Range, Nationally and Internationally.
- Collaborate with the other visitor centers and chambers to ensure marketing materials are distributed in their offices and vice versa.
- Make sure the calendar of events is submitted to these surrounding entities.
- Continue to build collaborative programs between complimentary businesses in town and regionally.



Craig



Observation: Businesses need increased foot traffic in shoulder seasons.

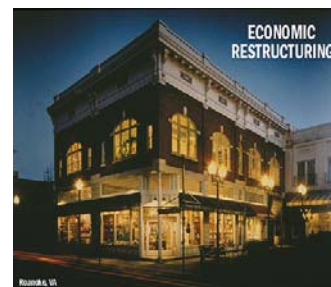


Recommendation: Take advantage of the slow times. Use this time to experiment with marketing techniques and plan on what works best for your community and downtown businesses.

Craig

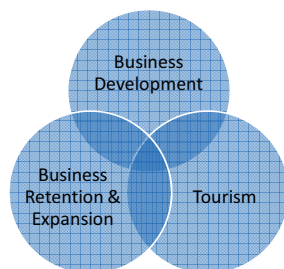


Recruit, retain and expand opportunities for investment.



Economic Restructuring

Healthy Economic Vitality



Craig



Observation: Opportunity to generate foot traffic

Recommendations:

- Communication with Hotels/Shuttle service
- \$1m leaving Moffat County for restaurants elsewhere
- Build relationships to surrounding communities
- Create business directory and map



Craig



Observation: Vacant spaces and lots need activation

Recommendations:

- Create inventory
- Establish relationships with property owners
- Shared spaces for small businesses
- Create recruitment plan



Craig



Observation: Retention strategies

Recommendations:

- Keep existing businesses happy
- Help with training and networking and marketing
- Self audit of web presence
- Consistent communication about best practices



Craig



Enhancing the unique functional and visual quality of downtown by addressing all design elements that create an appealing environment



Design

Observation: Yampa Avenue streetscape needs improvement

Recommendations:

- Replace existing streetscape
- New design should include coordinated elements



Craig



Observation: Yampa Avenue streetscape needs improvement (continued)

Recommendations:

- Create bump-outs for pedestrian safety, art display, outdoor seating, additional landscaping
- Develop ongoing streetscape maintenance plan



Craig



Observation: Building façades need improvement

Recommendations:

- Façade improvement program
- Maintenance
- Remove out of date signs
- Fill empty store fronts



Craig



Observation: Wayfinding signage needs to be improved

Recommendations:

- Develop a wayfinding signage program
- Create coordinated sign palette
- Improve City entry signage



Craig



Observation: Wayfinding signage needs to be improved

Recommendations:

- Improve truck bypass signage
- Need wayfinding signage to downtown and other destinations



Craig



Observation: There is a perceived parking problem**Recommendations:**

- Complete parking inventory
- Complete parking needs analysis
- Signage for public parking locations
- Encourage shared parking



Craig

**Observation:** No downtown public restroom**Recommendation:**

- Construct public restroom in Alice Pleasant Park



Craig

**Observation:** Multimodal connectivity to downtown needs to be improved**Recommendations:**

- Develop a sidewalk and bikeway improvement plan to connect downtown to other points of interest
- Expand shuttle service



Craig

**Funding Mechanisms****Funding**

- City may provide seed DBA funding over next two years, in collaboration with in-kind services and project specific funding from Tourism Association, and Chamber
- After two years assess willingness to create BID, DDA or URA as a sustainable entity and funding source
- Consider how to make grant writing services available to downtown efforts (e.g. USDA grant to develop façade loan program)
- Creative Districts and Colorado Main Street are two options for downtown management provide some funding and create reporting and communications structures to manage you efforts.

Craig

**What else is in your tool box?**

Craig



Organizational Models for Downtown

	Urban Renewal Authority(URA)	Community Development Corp. (CDC)	Colorado Main Street
Background/Summary	Established to eliminate blighted areas for development or redevelopment by purchasing, rehabilitating and selling land for development.	Non-profit community organization with public/private orientation. Usually 501(C)(3)	Volunteer driven model with paid staff usually housed in a non-profit. Can be housed in another organization or be a 501(C)(3), 501(C)(6), or 501(c)(4)
Focus	Real Estate Development, Rehab Financing, Infrastructure.	Oriented to advance real estate and business development. Provides planning and project development services.	Uses Four Point Approach: Organization, Promotion, Economic Restructuring, and Design.
Pros/Cons	Can generate sales and/or tax increment to finance future development. Increment needs approval from county entities; can be controversial.	Facilitator and problem solver for otherwise challenging projects. There is no financing built in. Requires staff and volunteer focus on contributions, grants, fees and earned income	Serves as a champion and umbrella for everything that impacts the commercial district; enhances and data collection and reporting for all stakeholder groups; Relies heavily on volunteers. There is no financing built in.

Craig



Stakeholder Analysis

Stake holder	Interest	Support (Y/N)	Import (1-5)	Contribution	Approach
Local Gov't (Core Team)	Econ Dev, Planning,	Y	5	Communications, Funding, Zoning, Coordination	(Internal: Direct. or thru Dept Heads) Formal: Presentation to City Council
Church or Non-Profit	Ability to pursue grants	Y	3	Info Distribution & Volunteers	Informal: Flyers and email invitations
Community College	Image Building	N	4	Meeting Space and Volunteers	Formal: Proposal and Presentation
School Administration	Leadership Program	N	3	Info Distribution, Meeting Space & Volunteers	Formal: Letter, Invitation, Meeting

Craig



Action Matrix

Time	Task	Measure of success	Initiator	Partners
1-3 M	Declare the commercial core a priority.	Adopt a mission statement for improving the commercial district.	Town Board	Businesses, Residents, School,
3-6 M	Form Downtown committee to begin implementing priorities set by visioning committee	Monthly reports to Visioning Committee on progress, Work plans for implementation	Business association or champion	Visioning Committee

Craig



Thank you

For more information contact

Downtown Colorado, Inc. (DCI), 303.282.0625

www.downtowncoloradoinc.org

Craig



Craig Premeeting Orientation

<u>NAME</u>	<u>ORL</u>	<u>EMAIL</u>
Jim FERREÉ	CITY OF CRAIG	jferree@ci.craig.co.us
DAVE PIKE	" " " "	dpike@ci.craig.co.us
Stephanie Trolber	DOLA	stephanie.trolber@state.co.us
Troy Bernberg	Stifel	bernbert@stifel.com
Scott SHINE	Montrose DDA	sshine@montrosedowntown.com
Chad Reischl	C.A. Reischl planning Services	chad.reischl@gmail.com
Pam Foster	Pam Designs	pamdesigns@choicemedia.com
Karen Brown	Community Budget Center	cbcenter1004@gwestoffice.net
Laurie Findley	Granby Chamber	gfcoc@rlymntnhi.com
Yvonne Gerber	Favorite Things	yvongrbr@yahoo.com
Ladeana Cook	Socks	ladeana.cook@gmail.com
Sherril Friedrich	Favorite Things	sfriedrickb2@yahoo.com
Nadine Daszkiewicz	the kitchen Shop	kitchen_shop@bptimum.net
Genevieve Zeman	DCI	
MICHAEL HUSSEY	NV5	michael.hussey@nv5.com
Kristen Ashbeck	CO APA/GJ	Kristena@gjcity.org
Terry Carwile	Mayor Craig	tcarwile@bresnan.net

Focus Group 1: Community Services

<u>Name</u>	<u>ORG</u>	<u>Email</u>
Genevieve Zeman	DCI	admin@downtowncoinc.org
MICHAEL HUSSEY	NV5	michael.hussey@nv5.com
Kristen Ashbeck	CO APA/GJ	kristenae@jcity.org
Terry Carwile	Mayor, Craig	on file
DAVE PIKE	CITY OF CRAIG	ON FILE
CHUCK GROBE	Moffat County	cgrobe@moffatcounty.net
JOE BIRD	CITY COUNCIL	JBIRD@COOKCHEVROLET.COM
Stephanie Toller	DOLA	stephanie.toller@state.co.us
Troy Burnberg	Stifel	burnbert@stifel.com
Audrey Danner	CMEDP	audreydanner@gmail.com
Melody Villard	^{MCTA} Moffat County Tourism Assoc	mvillard@moffatcounty.net
RAY Beck	CRAIG CITY COUNCIL	rdlegal@ ^{Bresnahan.net} Bresnahan.net
Kerry Young	citizen	kwyong44@yahoo.com
Laurie Findley	Granby Chamber	grco@rkymtnhi.com
Randy Call	City of Craig R&B	rcall@ci.craig.co.us
GAYLE ZIMMERMAN	CITY OF CRAIG	GZIMMER@CI.CRAIG.CO
WALT VANATTA	City of CRAIG-Police	WVANATTA@CRAIGPOLICE.ORG
BILL EARLEY	CITY ENGINEER, CRAIG	beasley@ci.Craig.CO.US
Joe Moylan	Craig Daily Press	jmoylan@craigdailypress.com
Don Jones	City Council	donzones655@msn.com

Focus Group 2: Amenities & Non-municipal Services

Name	Org	Email
Michael Hussey	NU5	michael.hussey@nu5.com
Kristen Ashbeck	CO APA/GT	kristena@gjcity.org
Terry Caputo	Mayor Craig	on file
Jody Patten	Shell Oil	jody.patten@shell.com
Beverly M. Chapman	AAAP (CRAIG) Chapt. #1418	opt E-mail
Evelyn Tileston	American Council of the Blind	Tileston5@optimum.net
Mark Eike	CDOT	mark.eike@state.co.us
Les Anderson	CDOT	les.anderson@state.co.us
Stephanie Troller	DOLA	stephanie.troller@state.co.us
Troy Bernberg	Stifel	bernbert@stifel.com
Karen Brown	Community Budget Center	cbcenter1004@questoffice.net
Melody Villard (MCTA)	Moffat County Tourism Association	mvillard@moffatcounty.net
Dan Davidson	Museum of Northwest CO	ddavidson@moffatcounty.net
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Kate Nowak	Yampa Valley Data Partners	Kate@yampavalleydatapartners.com
Laurie Findley	Granby Chamber	grcoc@rockymtnhi.com
Scott Cook	Cook Chevrolet / EDP	scott@cookchevrolet.co

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Focus Group 3: Property & Business Owner

Name

Org

Email

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Nadine Daszkewicz	theLutechShop	lutech_shop@optimum.net
Jamie Freipont/Daszkewicz	MC HSV	jam02burg@yahoo.com
Melody Villard	Moffat County Tourism Assoc.	mvillard@moffatcounty.net
Bob Grubb	Craig Farmers Mkt - Summer	

Jiniferree	CITY OF CRAIG	jferree@ci.craig.co.us
Terry Caswork	Mayor, Craig	on file
Stephanie Tholbe	DOLA	-
Troy Burnberg	Stifel	-
Christina Oxlery	Chamber	director@craig-chamber.co
Ed Kouclerik	Honey Rock Dogs	honey-rock-dogs@msn.com
Doug Harris	First Nat. Bank Rockies	dough@fnbrockies.com
Todd Young	First National Bank	toddy@fnbrockies.com
GREG DIXON	FIRST NAT'L BANK OF THE ROCKIES	gregd@fnbrockies.com
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Janele Husband	community member local artist	janele.husband@msn.com
Roberta Hawks	community member local artist	hawk.sridge.pottery@gmail.com
Sherri Fredrickson	Favorite Things	sfredrick62@yahoo.com
RAY BECK	CRAIG CITY Council	Rdlegal@Bresnan.net
Joe Moylan	Craig Daily Press	jmoylan@craigdailypress.com
Tony Bohrer	Pastor/chair MTEA	Pastor@lighthouseofcraig.co

FOWS Group 4: Residents

Name	ORG	email
Genevieve Zeman	DCI	admin@dc1.org
Jane Hume 2015 WYMORE	Craig 824.1926	hume.jane@gmail.com
Roberta Hawks	Craig	hawkbridgepottery@gmail.com
Janele Husband	Craig	janelehusband@msn.com
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Sarah Scott	Craig	sarah.scott30@hotmail.com
Jeff Stoddard	Craig/CNCC	istoddard jeff@stoddarddesign.com
Ed Kouche - i k	Honey Rock Dogs	honeyrockdogs@msn.com
Troy Bernberg	Stifel	
Stephanie Troller	DOLA	
Terry Carwile	Mayor	on file
Tony Baker ← chair of MCTA	Pastor/Local Manager	on file
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Michael Hussey	NVS	michael.hussey@nvs.com

Craig Final Presentation

<u>Name</u>	<u>ORG</u>	<u>Email</u>
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Christina O'Leary	Craig Chamber	director@craig-chamber.ca.us

Craig Downtown Assessment March 18-19, 2013

Agenda

Monday, March 18, 2013

Breakfast for the team is provided at the Holiday Inn.

9:30AM -10:00AM **Team Pre-Meeting Orientation** Location- Center of Craig, 601 Yampa Ave.

10:00 AM-12:30 PM **Orientation and Tour:** Town and Community Planning community outline the strengths, weaknesses, opportunities, and threats facing Craig. Highlight hot button issues and major objectives for the team to consider. Take the team on a walking and driving tour to look at the downtown core, transportation corridors, areas of opportunity, and entryways.

1:00 PM – 2:15 **Focus Group Meeting 1**– Community Services. Targeted for City Council, County Commission, and city staff. Location – Center of Craig, 601 Yampa Ave. Lunch provided

2:45 PM – 4:00PM **Focus Group Meeting 2** – Amenities and Non-municipal Services. Targeted for service providers such as representatives from the School District, CDOT, Library, Museums, local non-profits, etc. Location – Center of Craig, 601 Yampa Ave.

4:00 PM – 4:45PM **Team visits businesses and walks around the downtown core.**

4:45PM-5:30PM **Team Debrief:** Team members create list of initial observations. Snack provided

5:45 PM – 7:00PM **Focus Group Meeting 3** – Property and Business Owners. Targeted for those in the downtown core but not excluding those on the periphery or throughout town. Location – Center of Craig, 601 Yampa Ave.

7:15 PM – 8:00PM **Focus Group Meeting 4** – Residents. Targeted for all interested residents and community members at large inside and outside the City. Location – Center of Craig, 601 Yampa Ave.

Dinner will be delivered to Holiday Inn Conference Center to continue work.

Tuesday, March 19, 2013

The team will start at 8:00AM and spend the day developing a report and presentation. Location- Holiday Inn Conference Room (300 South Highway 13)

4:00PM **Review of presentation with planning committee.**

6:00 PM Reception/Presentation – All participants and the public are invited. Location – City Council Chambers, 300 West 4th.